

BALTIMORE CITY HERITAGE AREA

MANAGEMENT ACTION PLAN



PREPARED FOR THE BALTIMORE CITY COMMISSION FOR HISTORICAL AND ARCHITECTURAL
PRESERVATION AND THE CITIZENS OF BALTIMORE
SEPTEMBER 2001

BALTIMORE CITY HERITAGE AREA MANAGEMENT ACTION PLAN

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and for the
City of Baltimore
Commission for Historical and Architectural Preservation
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INTRODUCTION

ACRONYMS USED IN THE BALTIMORE CITY HERITAGE AREA MANAGEMENT ACTION PLAN

BACVA	Baltimore Area Convention and Visitors Bureau
BCHA	Baltimore City Heritage Area
BCHA CIP	Baltimore City Heritage Area Capital Improvement Plan
BOP	Baltimore Office of Promotion
BTA	Baltimore Tourism Association
CHAP	Baltimore Commission for Historical and Architectural Preservation
CIP	Capital Improvement Program
DPB	Downtown Partnership of Baltimore
DPW	Department of Public Works
DLLR	Department of Labor, Licensing and Regulation
FHWA	Federal Highway Administration
LCF	Living Classrooms Foundation
MACAC	Mayor's Advisory Committee on Art and Culture
MAP	Management Action Plan for the Baltimore City Heritage Area
MDHAA	Maryland Heritage Areas Authority
MDOTD	Maryland Office of Tourism Development
MDSHA	Maryland State Highway Administration
MHS	Maryland Historical Society
MHT	Maryland Historical Trust
MTA	Maryland Transit Authority
MVCD	Mount Vernon Cultural District
NHSP	National Historic Seaport Project
NPTS	Nationwide Personal Transportation Survey
PARC	Pennsylvania Avenue Revitalization Collaborative, Inc.
TEA-21	Transportation Efficiency Act for the 21st Century
TIZ	Target Investment Zone

PREFACE

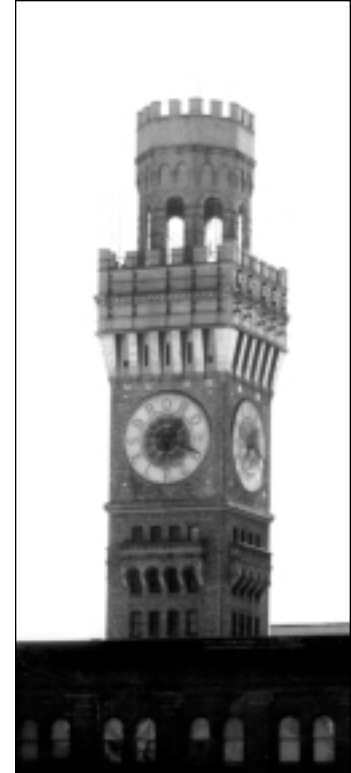
BALTIMORE CITY HERITAGE AREA MANAGEMENT ACTION PLAN

PREFACE

In 1996, House Bill 1 was signed into law, creating the Maryland Heritage Preservation and Tourism Areas Program to be administered by the Maryland Heritage Areas Authority (MDHAA), a state agency created by the same legislation. The City of Baltimore received status as a Recognized Heritage Area in 1997. Acceptance of this Management Action Plan by the MDHAA will create the Baltimore City Heritage Area (Heritage Area or BCHA) as a Certified Heritage Area in the State of Maryland. Certification status positions the City of Baltimore to access capital project funding, state investment tax credit, and MDHAA bond financing in addition to grants and technical assistance.

This ten-year Management Action Plan (MAP) and five-year BCHA Capital Improvement Budget (BCHA CIP) is intended to provide the Baltimore City Heritage Area management entity (BCHA Association), the City of Baltimore, and its stakeholders with a clear set of strategies for undertaking an ambitious effort to enhance, interpret, promote and protect Baltimore's heritage resources for residents and visitors. It is the objective of this management plan document to recognize the wealth of ongoing and desired activities, resources and heritage tourism initiatives and to pursue ways of integrating the Heritage Area with them.

In order to minimize duplication of efforts by existing organizations, institutions and the City of Baltimore, partnerships are considered critical in meeting project goals. The City of Baltimore is seen as playing a major role in the implementation of this MAP along with other public and private organizations including the Living Classrooms Foundation (LCF), Mount Vernon Cultural District (MVCD), Charles Street Renaissance Corporation (CSRC), the Pennsylvania Avenue Revitalization Collaborative, inc. (PARC), the Baltimore African American Tourism Council (BAATC), the Downtown Partnership of Baltimore (DPB), and the Baltimore Development Corporation (BDC), among others. In addition, developers, community development organizations, and historic district associations, among others, are stakeholders that are instru-



Emerson Tower

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CHAP

Site visit by the Board of the Maryland Heritage Areas Authority

The goals for the Baltimore City Recognized Heritage Area remain applicable and, although refined in this Management Action Plan, are incorporated here with the addition of a Management Goal. The goals are considered equal, although, the Management Goal is considered the first priority. This ten-year MAP will outline strategies and potential actions for the following:

I. Management Goal: Provide a cost-effective management structure to establish a collaborative effort with existing initiatives to implement the vision for the Baltimore City Heritage Area

II. Promotional Goal: Promote discovery of Baltimore City's tourist attractions beyond the Inner Harbor

III. Preservation Goal: Create and foster the stewardship of Baltimore City's heritage resources by residents and visitors alike

IV. Development Goal: Create business and development opportunities and more jobs for City residents through increased visitor activity

V. Neighborhood Goal: Clean up and revitalize neighborhoods to make them attractive to visitors and to improve the quality of life for residents

mental in the implementation of projects at the local level.

With currently one certified and 11 recognized heritage areas in the state, funding through the Maryland Heritage Areas Authority will become competitive. As a result, this management plan sought opportunities that encourage desired ongoing efforts to involve the Heritage Area and partnerships with private institutions and public agencies to implement the recommendations set forth in this plan. An emphasis is placed on Heritage Area-wide projects in order to leverage potentially limited funds for those projects that can have a greater impact on many sites, attractions and resources. These include, among others, a Heritage Area wayfinding system, a dedicated gateway exhibit to the Heritage Area, and interpretative activities.

BCHA STEERING COMMITTEE AND COMMUNITY SUPPORT

To assist the Commission on Historical and Architectural Preservation (CHAP) in the development of a Management Action Plan, Mayor O'Malley appointed a Steering Committee made up of community leaders, agency representatives and individuals from diverse interest groups. They participated in the planning process from May 2000 through February 2001. Four working committee meetings were held during this period to explore the potential strategies and recommendations outlined in this MAP. It was deemed important to focus on detailed recommendations and specific action steps. To accomplish this, three working groups were formed:

THE ACCESSIBILITY WORKING GROUP, that explored strategies to promote the revitalization of area neighborhoods, addressed circulation and linkages, and planned for interpretation;

THE ECONOMIC DEVELOPMENT WORKING GROUP, that sought solutions to minimize barriers and create innovative opportunities for business development, and selected Target Investment Zones; and,

THE MANAGEMENT WORKING GROUP, that selected an organizational structure and funding strategies to support the operations and implementation of the BCHA and explored avenues to leverage additional investment to expand business activity and increase property values.

Getting input and support was achieved through individual and focus group meetings with public and private organizations, two citywide public meetings and presentations to the Baltimore City

PREFACE

Council, Baltimore City Planning Commission, and the Mayor's Development Group. On December 14, 2000, the Planning Commission approved the BCHA Management Plan as part of the City's Comprehensive Plan.

BALTIMORE CITY HERITAGE AREA CERTIFIED BOUNDARY

When the Baltimore City Heritage Area became a recognized heritage area within the Maryland Heritage Areas Preservation and Tourism Program, the MDHAA recommended that the geographic boundary be tightened during the management planning process. The final proposed boundary for the BCHA came after much deliberation and careful examination of a number of factors affecting the success of this heritage tourism initiative over the next five years. It now focuses on a more tightly defined area of the City and is geographically condensed in an oblong shape that encompasses a swath through the center of the city. Establishment of the boundary was based upon:

- The location and clustering of historic, cultural and natural heritage resources;
- The ability of attractions, sites and neighborhoods to move forward in the next five years with projects that support heritage tourism activities;
- Physical and thematic linkages between the Inner Harbor where a critical mass of tourists can be reached, and other major heritage and tourism attractions and visitor services; and
- Project initiatives or areas that have limited funding but offer the potential for interpretation, entrepreneurial tourism-related businesses, and heritage attractions.

Leveraging public and private financing from these project initiatives can further advance the efforts for the Baltimore City Heritage Area. Overlaying the above-mentioned factors were other planning and development efforts including Empowerment Zones, National and Local Historic Districts, Baltimore Main Street Areas, Maryland Scenic Byways, Baltimore Gateways and other private heritage and planning initiatives.

In addition, Target Investment Zones (TIZs) for the BCHA were chosen using criteria established for the Maryland Heritage Areas Preservation and Tourism Program and applied to 14 neighborhoods or areas within the Recognized Heritage Area boundary. The ten recommended TIZs are specifically targeted for attracting private

investment and were critical in defining the proposed Certified Heritage Area boundary. The boundary line for both the certified boundary and the Target Investment Zones when shown along a street includes both sides of the street within their boundaries.

STRATEGIES AND RECOMMENDATIONS

Management solutions and recommendations in the MAP respond to each of the five goals through capital and non-capital projects and advocacy actions. It is envisioned that implementation will occur on several levels and that the BCHA Association will:

- Seek out and form partnerships to implement action items identified in the plan;
- Become an advocate for action items that will be implemented through partnerships, city agencies or private organizations, or combined public/private joint ventures; and,
- Independently implement and carry out the action items identified in the plan.

MANAGEMENT ACTION PLAN

The entire Management Action Plan document is divided into three sections:

- **Background** that begins with the analysis and significance of Baltimore City's heritage resources. Under this section, it identifies those qualities that make Baltimore unique, justifies why Baltimore City should become a certified Maryland Heritage Area, and outlines the opportunities for heritage tourism.
- **Heritage Area Recommendations and Actions** that outlines projects, actions and policies that can be implemented to meet the MAP goals. These are listed first by initiatives that will have an impact on the entire Heritage Area and are organized under each of the five goals. Secondly, recommendations are made for each of the Target Investment Zones. The last part of this section provides a table that itemizes the possible time for implementation, cost estimate, potential funding source and responsible implementing organization for each action in an Operating and Capital Improvement Plan.
- **Appendices** that provide additional data.

MANAGEMENT ACTION PLAN

BACKGROUND



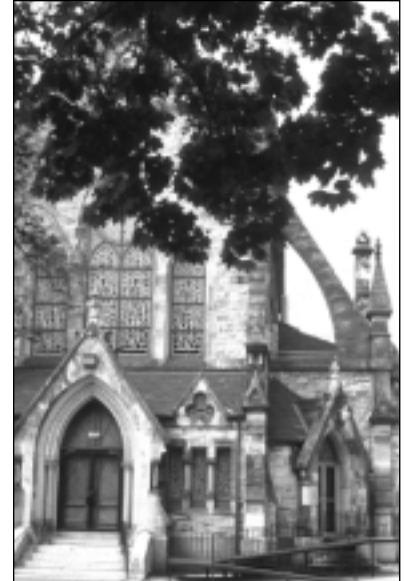
MANAGEMENT ACTION PLAN BACKGROUND

I. MANAGEMENT ACTION PLAN BACKGROUND

The following background material for the Baltimore City Heritage Area (BCHA) is a summary of research, data collection and meetings undertaken by HRG Consultants, Inc. and its team members during the first six months of the planning process. It is not intended to be a comprehensive survey but provides background on the heritage, planning, and financial resources within and available for the management plan effort. A database of heritage resources was created to organize individual sites and attractions, identify those that are open to the public, and illustrate those that are related to the history and heritage of African-Americans or generally have historic/cultural or natural/recreational importance. Our findings suggest a multitude of resources and significant endeavors that will support a vital heritage area initiative for Baltimore. The Phase I report is divided into four sections:

- **Heritage Resources** is an abstract of what can be found in Baltimore that identifies both lesser-known resources and well-established institutions.
- **Preservation/Conservation Policies and Threats** outlines existing preservation policies and programs and provides data on case studies. It also addresses crucial preservation issues and opportunities.
- **Visitor Services, Interpretation, and Accessibility** assesses the historical and pragmatic parameters that begin to define the potential for marketing, promotion, and interpretation. Interpretative themes were drawn from the heritage resources that comprise, present, or offer the opportunity to tell the story of Baltimore.
- **Economic Development** illustrates the potential market, highlights geographic areas within the Baltimore City Heritage Area, and outlines the performance measures for evaluating potential Target Investment Zones.

The information in this report will be used to further assess opportunities to promote, protect, and interpret Baltimore's heritage. It provides some examples of potential planning recommendations to illustrate ideas, concepts, and opportunities that may be considered and further developed in this planning study. It is important that the strategies and recommendations involve Baltimore's stakeholders. Therefore, over the next six months, recommendations will evolve to



St. John's AME Church

HRG Consultants, Inc.

outline a blueprint for the Management Entity, an action plan for implementation including Target Investment Zones (TIZ), a marketing campaign, and an executive summary.

A. HERITAGE RESOURCES

OVERVIEW

The Baltimore City Heritage Area is the only major urban Heritage Area in the state of Maryland. This reflects the important role that the state's largest city has played in the state and the nation's industrial, architectural, and social history. The excellent harbor of the Patapsco River helped make Baltimore a world-class port. It supported the city's population of sailors, dock workers, and merchants, and served as the primary market and shipping point for agricultural products and manufactured goods from the Eastern Shore and the western counties. As such, Baltimore directly affected the livelihoods of Marylanders well beyond the city. The Patapsco River Greenway celebrates the historical link between Baltimore and neighboring regions, and is also seeking certification in the Maryland Heritage Preservation and Tourism Areas Program. The Baltimore region's market potential greatly expanded in the 19th century due to the city's advantageous position at the eastern end of the National Pike, which connected into the National Road at Cumberland. Baltimore later was the site of the nation's first main line railroad. These advances in transportation and the businesses and industries that grew up around the transportation network assured Baltimore a pivotal role in the prosperity of the Maryland economy and fostered major cultural and technological innovations.

One of Baltimore's many nicknames is "City of Firsts," for its nearly 100 instances of first events in the United States. These "firsts" are testament to the innovations that Baltimoreans have developed throughout the city's history. Numerous advances and inventions in industry, transportation, science, and education have been pioneered in Baltimore. As one of the East Coast's fastest growing cities, Baltimore became a hub of creativity and capital in the 19th century. The many ethnic groups immigrating to the city also made it a melting pot of cross-cultural ideas, and the city's prominence as a center of trade meant these ideas could be tested and exchanged with ease. Transportation innovations like the clipper ship

HERITAGE RESOURCES

and railroad enhanced commerce and mobility, which helped make Baltimore the third largest city in the United States, and the second largest port of entry for immigrants. The resources of the Heritage Area are both vestiges of these innovations and monuments to them.

The phenomenal number of immigrants and migrants that arrived in the city, particularly during the latter half of the 19th century, brought new faces, ideas, and customs to Baltimore. The city rapidly expanded to accommodate them. Block after block of rowhouses, unique to Baltimore, grew out from the harbor. The ethnic groups, neighborhoods, and architecture that formed Baltimore's communities remain strong and visible in the food, art, literature, music, and theater that are celebrated today.

Baltimore played an important role during the Revolutionary War, the War of 1812, the Civil War, and both World Wars. At times, the city's military history, industrial history, and maritime history were interwoven. Clipper ships that were originally designed as merchant ships broke through the British blockade to deliver arms and munitions to U.S. troops during the War of 1812. Baltimore's steelworks and shipyards supplied the United States with cargo and transport ships, called Liberty Ships, during World War II.

Natural resources were instrumental in shaping this industrial heritage. Baltimore has benefitted from the power of the streams that feed into the Patapsco River and its Middle and Northwest Branches. The harnessing of the Jones Falls and Gwynns Falls Rivers fueled the production of mills located along them and sped growth north and west of the city. Now these stream valleys are catalysts for rebirth as they are turned into recreational amenities and natural havens for the surrounding communities and the region at large. The successful conservation of these stream valleys and many other open spaces is due in large part to the early 20th-century landscape-planning contributions of the Olmstedes and the Baltimore City Parks Board.

Baltimore's long history and its continual cycles of growth and rebirth have yielded countless historic sites and widely varying heritage resources. To discuss each one in detail is beyond the scope of this project, but many exemplify Baltimore's heritage and are discussed here. A more detailed database of heritage resources can be found in Appendix B.

ETHNIC GROUPS: NEIGHBORHOODS, WORK, & CULTURE

Migration and immigration helped shape Baltimore's social, physical and cultural environment. Most of Baltimore's neighborhoods were racially and ethnically mixed, though ethnic enclaves could be found. By the latter half of the 19th century, the city's substantial African-American population was centered in Old West Baltimore, where black professionals and working class citizens built a strong community heritage. Many African-American families migrated to the city from neighboring rural areas, attracted by work in textile and steel mills. Most 19th-century Baltimore immigrants were Germans, Lithuanians, Italians, Irish, Greeks, Poles, Czechs, Hungarians, Serbs, Russians, and Ukrainians. In response to social and economic pressures – and in search of the support of friends and family – these immigrants established distinct ethnic neighborhoods largely defined by the foods, language, and customs of their native lands. Many Irish immigrants worked on the railroad and lived just south of the B&O Railroad Station, while Eastern European immigrants typically worked on the docks and in the canneries and tended to settle along the waterfront in Fells Point and Canton. At the turn of the century, the steel mills employed many immigrants who lived in communities such as Highlandtown.



Renovated loft buildings in downtown

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EUROPEAN IMMIGRATION

Immigrants were attracted to Baltimore in the 19th and early 20th centuries for many reasons, including a booming economy that held the prospect of work and a network of other immigrants from whom they could draw support. After the Civil War, Baltimore's ties to the railroad industry allowed it easy access to raw materials and shipping of finished goods, both of which supported clothing production. The city's Garment District was located in what is now the downtown, south and west of the Lexington Market area. Large, multi-storied factories that are now office buildings and loft apartments once employed up to 3,000 people each and produced thousands of suits per week. These companies were owned in large part by Jewish immigrants from Germany and employed primarily Eastern European women. Simultaneously, hundreds of smaller sweatshops could be found in East Baltimore and were often owned by Jewish entrepreneurs who hired a handful of immigrants, primarily Russian

HERITAGE RESOURCES

Jewish women and children, to work in makeshift shops located in houses and apartments. These sweatshops often contracted out their services to the larger factories, which allowed the larger factories to avoid paying union wages. The garment industry reached its peak during World War I, when it produced uniforms and other apparel for the soldiers, but after the war and during the Great Depression many companies closed. The smaller sweatshops endured, but production rates were low and increasing union activity was a constant threat. The garment industry today is a negligible force in the city's economy, but reminders of the city's position as a major garment producer can be seen in the many factory buildings that still stand.

Many neighborhoods still retain their connection to the immigrant groups that settled there. Jewish neighborhoods formed in East Baltimore and Oldtown where, in 1845, Maryland's first synagogue was constructed on Lloyd Street. The Lloyd Street Synagogue is now the third-oldest standing synagogue in the United States and is part of the Jewish Historical Society's Jewish Museum of Maryland. Adjacent to this museum is the B'nai Israel Synagogue, constructed in 1876 and the oldest synagogue in the city in continuous use. A Holocaust Memorial is located in the vicinity, at Lombard and Market Streets.

The legacy of the city's large German population can be gleaned through the numerous Lutheran churches and cemeteries throughout the city, including Zion Lutheran Church, which dates to 1807. A bronze monument to Martin Luther can be found at Lake Montebello. The American Brewery and mansions of several German beer barons recall the some of the traditions that were carried on by German immigrants to Baltimore.

The Greek community is centered east of Highlandtown in an area known as Greektown. In addition to the many bakeries, restaurants and other ethnic shops, one can visit St. Nicholas Greek Orthodox Church to experience Greek culture and its influence in Baltimore. Similarly, the community of Little Italy is situated between the Inner Harbor and Fells Point and is anchored by St. Leo's Roman Catholic Church. St. Michael's Ukrainian Catholic Church has ministered to Ukrainian immigrants since the late 19th century as has St. Stanislaus Roman Catholic Church to Polish immigrants. These churches still offer mass in the native languages of their founders.

A few institutions have significant artifacts or collections that chronicle the accomplishments of various ethnic groups. Irish



B & O Railroad Museum

CHAP

immigrants are represented in the exhibits at the B&O Railroad Museum. The City Life Museum's collection, now housed at the Maryland Historical Society (MHS), is a good introduction to Baltimore's history and various ethnic groups that settled throughout the city.

MIGRATION

The Jones Falls Valley, with its many productive textile mills, was a magnet for families that migrated to the area from the surrounding countryside in search of work during the late 19th century. Former flour mills that had helped spur the growth of the city in the late 18th and early 19th centuries were converted into textile mills in the late 1800s. These mills employed nearly 4,000 people at their peak of production in the 1890s. Clipper Mill, Meadow Mill, and Druid Mill among others were located along the Jones Falls. Similar mills along the Gwynns Falls came nowhere close to rivaling the astounding production rates of the Jones Falls mills. From 1875 to 1890, the mills experienced their heyday, turning out more than half of the world's cotton duck cloth. Cotton duck, a heavy canvas cloth, was used in the making of ships' sails, and the mills' proximity to one of the busiest ports on the East Coast was fortuitous in this regard.

Mill towns such as Hampden-Woodberry, Brick Hill, Stone Hill, and Mt. Washington grew up around the mills as workers from the surrounding rural areas flooded into the valley in search of work. Many of the towns consisted of company-owned housing. Because the area at that time was relatively rural and isolated, company stores, schools, and churches were built, meeting the workers' needs and also enhancing company control and profitability. The mill towns remain somewhat separated from the rest of the city even today, and have retained much of their character despite the fact that after World War I demand for textiles dropped and mills closed and/or moved south where labor was cheaper. The last of the Jones Falls mills closed in 1972, but adaptive reuse projects have converted these large buildings into spaces for small manufacturing operations, art galleries and studios, and office space, thus preserving their mill history. The Mt. Washington Mill complex is now an upscale shopping center that caters to the wealthier residents who have recently begun to move into the area.

Unlike the many immigrants who arrived through Locust Point,

HERITAGE RESOURCES

residents of the mill towns along Jones Falls and company housing in Sparrows Point were typically native-born people who migrated from the surrounding rural areas. In recent years, Baltimore has experienced an increase in Asian and Latin American immigrants, whose influence on neighborhoods has been significant. The recent contributions of these ethnic groups are not represented by historical sites as much as by the festivals, food, and events that celebrate their cultures.

AFRICAN-AMERICANS

Baltimore's significant African-American resources are visible in standing buildings, marvelous personal and institutional collections of diverse artifacts and documents, memorials dedicated to the achievements and accomplishments of numerous African-American Baltimoreans, and businesses and institutions which thrive today.

Just prior to the Civil War, Baltimore was the home of the nation's largest free black population, which numbered over 25,000. Underground Railroad sites most likely existed in the city at this time, but they have not been adequately surveyed to date. Such resources could present an interpretative opportunity if sites and documentation are available. Following the war, the city attracted many former slaves from the surrounding rural areas of Maryland and states to the south. The African-Americans of this period lived scattered throughout the city but by the end of the century had been compelled to move to the northwestern part of the city, to what were then predominantly German neighborhoods. Now known as Old West Baltimore, this area became the largest neighborhood for the African-American community.

Old West Baltimore, which now includes the neighborhoods of Harlem Park, Sandtown-Winchester, Druid Heights, and Upton, has been predominantly an African-American community since the late 19th century. By 1904, roughly one-half of the city's African-Americans lived in Old West Baltimore, establishing a diverse community of black professionals, workers, and the indigent. The commercial corridor of Pennsylvania Avenue was filled with shops and entertainment venues such as the Royal Theater. Remnants of the rich history of Old West Baltimore include houses ranging from the elegant three-story rowhouses along Druid Hill Avenue to tiny alley houses, significant churches and historic sites, and a newly renovated

Pennsylvania Avenue Market.

Many of the area's African-American churches are significant for their association with early efforts to found African-American religious groups locally and nationally. These include:

- Bethel A.M.E. Church -- the oldest independent African-American institution in the city.
- Orchard Street United Methodist Church -- the oldest standing building constructed by African-Americans in the city. The church may have been involved with the Underground Railroad efforts prior to the Civil War.
- St. Francis Xavier Catholic Church -- the oldest African-American Catholic church in America.
- Union Baptist Church -- center for the civil rights struggle in Baltimore in the 1960s.

In addition to the pioneering religious institutions established by African-Americans, early and enduring efforts in black education were made in Baltimore:

- St. Frances Academy was founded in 1828 by a Haitian refugee, Elizabeth Lange, and a Sulpician priest, Father Nicholas Joubert, as a boarding school for "colored" girls. It is the oldest school for African-Americans in Maryland. In 1829, Fr. Joubert founded the Oblate Sisters of Providence, America's first convent school for African-Americans.
- Morgan State University (formerly known as the Centenary Biblical Institute, Morgan College, and Morgan State College) has served the educational needs of black Marylanders for more than 125 years.
- Frederick Douglass High School opened in 1925 after ardent community efforts to fight inferior schooling for their children resulted in citizens organizing to purchase a building for the school. The school was relocated in 1954, but the original building remains.
- Samuel Coleridge-Taylor Elementary School #122, built in 1926, was the first elementary school built for African-American children in the city.
- Coppin State College began its history in 1900 as a training program for African-American teachers, and in 1950 became part of the Maryland higher education system.

Many of the places associated with the efforts and achievements of Baltimore's African-American citizens are no longer standing,

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making interpretation a challenge for the BCHA. The Chesapeake Marine Railroad and Dry Dock Company, founded in 1866 by Isaac Myers and other black businessmen, remained in operation until 1883. The Living Classrooms Foundation has designed a Frederick Douglass-Isaac Myers Maritime Park to be located near the site of the company that will have exhibits about these two men, both of whom were also ship caulkers in Baltimore. The West Baltimore birthplace of Thurgood Marshall, the first African-American to serve as a U.S. Supreme Court Justice, is no longer standing, but a statue commemorating Justice Marshall is located at Pratt Street and Hopkins Plaza.

Another prominent attraction, the Royal Theater was demolished in the 1970s. Located on Pennsylvania Avenue, the Royal Theater was a center of the black community for nearly fifty years, and in its heyday between the 1930s and 1950s attracted nationally renowned jazz, blues and R&B artists. Near the Royal Theater site stands the Billie Holiday Statue, a monument to the legendary vocalist.

A statue of Frederick Douglass, the “father of civil rights,” stands at Morgan State University. Douglass escaped from slavery on Maryland’s Eastern Shore to become a leading reformer and the founder and editor of an abolitionist newspaper, the North Star. A marker to Joshua Johnson, this country’s first publicly recognized black portrait painter, is located at the Morris A. Mechanic Theater on Charles and Baltimore Streets close to the site of his former studio. Johnson, a slave owned by Charles Willson Peale and later freed, learned his profession from this influential family of artists. His paintings are contained in the collections of the Metropolitan Museum in New York, the National Gallery in Washington, D.C., the Maryland Historical Society, and the Baltimore Museum of Art.

The professional and occupational pursuits of Baltimore’s African-Americans are represented by the African American Newspaper, known as the “Afro,” the first and oldest black owned and -operated newspaper continuously published in Maryland. Started in 1892, it was the nation’s largest black-owned newspaper by 1922.

The Banneker Building was the first office building in Baltimore erected solely for black professionals. It was named in honor of Benjamin Banneker, an 18th-century black mathematician, astronomer, and inventor.

Informative exhibits and collections on the lives of many African-Americans, both locally and nationally known, are found at several

Baltimore museums and libraries. The most comprehensive exhibits are found at the Great Blacks in Wax Museum, which has a national focus. The Parlett Longworth Moore Library at Coppin State College is the home of the Cab Calloway Jazz Institute, with a permanent exhibition of memorabilia related to Cab Calloway's career. Other Coppin State College collections associated with the history of African-Americans include 3,500 items dating from 1900. The Eubie Blake National Jazz Institute and Cultural Center, formerly on Charles Street, has been relocated to Howard Street in the Mt. Vernon Cultural District. The museum's collection includes personal possessions of the artist, letters, music, and other authentic artifacts from his career. Until the Howard Street location opened in October 2000, the collection was being housed at the Maryland Historical Society. Community-based, music-oriented workshops are also operated through the Center. The African-American Collection at the Enoch Pratt Free Library includes: books; pamphlets; newspapers; periodicals; historical and contemporary materials; biography and query files containing citations to books, periodicals, and newspapers; and dictionary catalogs of noted black studies collections throughout the United States. The proposed Museum of African-American History and Culture, currently planned to open in 2001, will be dedicated to collecting, preserving and interpreting the many historic, artistic and spiritual contributions of African American Marylanders. It also will serve as a research facility and provide educational and community outreach programming.

The story of the struggle for civil rights is perhaps most personally told in the Lillie Mae Carroll Jackson House and Museum, at 1320 North Eutaw Place. This museum was the home of the founder of the Maryland Conference of the National Association for the Advancement of Colored People (NAACP). Jackson directed the Baltimore and Maryland branches of the NAACP, and by 1940 had inaugurated three important tactics that weakened segregation: an attack on segregation in publicly supported institutions, especially colleges; the campaign: "Don't Buy Where You Can't Work"; and the creation of the NAACP's Legal Defense and Education Fund. The NAACP Headquarters and Dorothy Parker Memorial are located in Northwest Baltimore. Dorothy Parker, a writer famed for her wit and cynicism, left her entire estate to Martin Luther King, Jr. when she died in 1967, though the two had never met. The following year, after King was assassinated, her literary rights were transferred to the

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NAACP, which still owns copyrights on her writings. Her ashes were scattered at a memorial garden at the NAACP headquarters.

COMMUNITY STRUCTURE

Baltimore's neighborhoods to a great extent reflect the city's rapid growth, ties to industry, ethnic and class distinctions, and religious beliefs. While each neighborhood has its own particular characteristics, they all epitomize the growth and rebirth cycles of the city. Perhaps the most emblematic feature of this cycle is the ubiquitous rowhouse.

THE BALTIMORE ROWHOUSE

The rowhouse is a quintessential element of the Baltimore landscape. Nowhere else is there the variety and abundance of rowhouse styles and diversity that Baltimore displays. Baltimore's wealthy and working class all lived in rowhouses, albeit rowhouses of varying degrees of elegance. The history of the rowhouse can be traced simply by travelling out from the harbor. The earlier homes in Fells Point and Federal Hill bear the Federal style touches of late 18th and early 19th-century architecture. Rowhouses in Union Square and Harlem Park show the influence of the Italianate period of the mid-19th century and the need for speculative builders to sell their houses through trends and amenities. Still further north, in Bolton Hill, the romantic influence of the late 1800s is felt in the heavy, rock-faced stone buildings, while Roland Park's rowhouses echo the English cottage style favored at the turn of the century. The affordability of this building type enabled many people to realize their dream of owning their own home, and this in turn helped create strong, stable communities.

The rowhouses built in mid-block alleys, appropriately called alley houses, ranged from 10 to 14 feet wide and one to three stories high. They were built for the least affluent, and in many cases became the homes of the most recently arrived immigrants. The affordability of this housing type attracted people of all races and ethnicity, so that blocks of alley houses were often quite diverse in these respects. Many details, such as the cornices, window and door surrounds, interior moldings, and back yards, were smaller versions of the larger rowhouses on the main streets and directly correlate to the fashion



Federal Hill rowhouses

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trends found throughout 19th-century Baltimore. The alley house streetscape is different from other cityscapes. The alley, where parking is often prohibited and neighborhood stores or taverns mark many corners, provides a sense of seclusion from traffic and automobiles. In essence, alley blocks are intimate spaces within a bustling city.

Homeowners in this century beautified their rowhouses in ways that are now recognized as quintessentially “Baltimore,” particularly East Baltimore. Formstone, a faux-stone veneer made of cement, was applied to brick homes throughout the city in the 1950s as a cost-saving home improvement and an inexpensive way to mimic the European stone buildings that many immigrants left behind. Brick needed to be painted frequently to keep up its appearance, and Formstone offered the rowhouse owner a maintenance-free alternative. At the time, Formstone rowhouses were the mark of a stable area with high rates of homeownership and residents who took pride in their neighborhood. In recent years, many rowhouses in gentrified areas like Federal Hill and Fells Point have been stripped of their Formstone facades in favor of the original brick. But the veneer is found in abundance in many other neighborhoods where it is still considered an attractive and efficient treatment. Other rowhouse features likewise serve both a functional and aesthetic purpose. The marble stoop found in front of many rowhouses, while beautiful and often lovingly maintained, also provides space for Baltimoreans to socialize with neighbors. Through the art of screen painting, fanciful landscapes depicted on front door screens provide beauty as well as privacy.

Today, the rowhouse’s affordability, charm, and generally sound construction have spurred a renewed interest in them and their preservation. Neighborhoods such as Otterbein, Bolton Hill, Fells Point, and Federal Hill have been given new life as a result of restoration efforts and reinvestment in the neighborhoods. Marble Hill, Union Square, and Ridgely’s Delight also represent some of the many other neighborhoods where a visitor can explore the beauty and historic fabric of the city’s ethnic communities. These neighborhoods continue to draw people and offer places to stay, shop, and eat. However, in other areas neglect and unsafe conditions imperil the future of entire blocks of these houses (see section on demolition and economic development).

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ARCHITECTURE

Baltimore's architecture features an incredible abundance of styles, represented by both the grand and the mundane. Baltimore is graced by neoclassical masterpieces by Benjamin Henry Latrobe, Robert Mills, and both Robert Cary Long, Sr. and Robert Cary Long, Jr. Functional stone and brick industrial buildings and mill villages that are found along the early waterways of Baltimore add to the variety of architectural styles in the city. The richness of this urban fabric attracts visitors and deserves to be protected and promoted. Outstanding examples of the varied and significant architecture throughout the city include:

- Gracious mansions such as Evergreen House, Mount Clare Mansion, and Homewood House;
- Breathtaking churches, including Basilica of the Assumption, St. Paul's Church, St. Mary's Seminary Chapel and Lovely Lane Methodist Church;
- Banks, hotels, and offices located in the commercial sector of the city, such as the Belvedere Hotel, Maryland National Bank Building, and the Emerson Tower (or Bromo-Seltzer Building);
- Imposing and grand institutional buildings including City Hall, the Enoch Pratt Free Library, and The Johns Hopkins Hospital; and,
- Functional yet impressive industrial buildings such as the American Can Company Building, American Brewery, B&O Roundhouse, and Clipper Mill.

THE BALTIMORE MARKETS

Seven markets still operate in the city. The largest of these, Lexington Market, is the city's second most popular attraction after the Inner Harbor and is the only market that is privately owned. Smaller neighborhood markets include Cross Street, Broadway, Hollins, Pennsylvania Avenue, Belair and Northeastern Markets. Their economic success varies, due to deteriorating or changing neighborhoods that threaten their short- and long-term viability. However, each market building is architecturally distinctive and has a prominent place in its neighborhood. All continue to



Arabbers

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provide fresh produce and meats for area residents and continue to serve, both physically and socially, as centers where the community can congregate, events can be organized, and merchandise can be purchased.

Baltimore's Arabbers also carry on a tradition that began in the late 18th century, when African-Americans led horse-drawn carts full of fresh fruits and vegetables through the city streets to sell their produce. A handful of Arabbers still lead their horses and carts through Baltimore and often serve areas that have few shopping choices. The Arabber Preservation Society is working to secure a central stabling facility for the Arabbers, which will help ensure their continued viability.

RELIGIOUS INSTITUTIONS AND CEMETERIES



Eutaw Place Temple, c. 1893

Baltimore's religious institutions are notable for a number of reasons. They have produced many "firsts" in religion and continue today to play a major role in the growth and rebirth of the neighborhoods they serve. In addition to those described earlier under "ethnic groups," the following churches also contribute to the spiritual wealth in the Baltimore City Heritage Area. The 1818 First Unitarian Church hosted the 1819 "Baltimore Sermon" by Dr. William Ellery Channing, which marked the formal beginning of Unitarianism in this country. America's first Roman Catholic Cathedral, Basilica of the Assumption, and first Roman Catholic seminary, St. Mary's Seminary, can be found in the Heritage Area. The city was the birthplace of Elizabeth Seton, the country's first American-born saint. The Mother Seton House is now a museum. The Bethel African Methodist-Episcopal Church is the oldest independent black institution in the city, dating to the late 18th century, and was one of the founding churches of this international denomination. Old Otterbein United Methodist Church, built in 1785, has the distinction of being the city's oldest church building continuously occupied by its founding congregation.

The churches and synagogues are important not only for their contributions to religion and to community efforts, but for their visual presence. Over 600 church structures are scattered throughout the city, gracing many of the city's squares and providing a stately view of spires and towers that can be seen from all over the city. Many of these churches contain some of Baltimore's most important artistic treasures, including Tiffany stained glass, wood carvings, plaster

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ornamentation, tile work, and statues by skilled artists and craftsmen. Many churches are located on the corners of the city's neighborhood squares, including Mount Vernon United Methodist Church on Mt. Vernon Square and Lafayette Square's four Victorian-era churches. Fine examples of architectural styles are found in the city's churches, the most notable of which are:

- Lovely Lane United Methodist, which was designed by famed late 19th-century architect Stanford White.
- St. Mary's Seminary Chapel, designed by Maximilian Godefroy in 1808 and considered the first Gothic Revival church in the country.
- St. Alphonsus Catholic Church, the first major Gothic Revival church in the city and the work of architect Robert Cary Long, Jr., a native Baltimorean.
- The Roman design of the 1821 Basilica of the National Shrine of the Assumption of the Blessed Virgin Mary (Basilica of the Assumption) by Benjamin Henry Latrobe.

Cemeteries throughout the city tell another story about Baltimore's social history. Some of the oldest cemeteries are found in the Heritage Area and are often associated with churches. Old St. Paul's Cemetery and Westminster Burying Ground are two of the oldest and most noteworthy. Old St. Paul's Cemetery is the final resting place of many of Baltimore's most prominent citizens, including James Carroll, Samuel Chase, and Isaac McKim, while Westminster Burying Ground contains a number of significant gravesites, including that of Edgar Allan Poe.

During the 19th century, as thousands of immigrants came to Baltimore, the old graveyards located in city churchyards began to fill. So it was that in 1837, the state incorporated the Green Mount Cemetery Company as a new, large, city cemetery modeled on the "garden cemeteries" of Mount Auburn in Massachusetts and Laurel Hill in Philadelphia. Green Mount Cemetery, designed by noted engineer Benjamin H. Latrobe, became an instant success. It was so popular as a recreation site that admittance had to be regulated. Among its notable residents are John Wilkes Booth, John Work Garrett and his daughter Mary Garrett, Enoch Pratt, Henry Walters, Johns Hopkins, and Elizabeth Patterson Bonaparte.

Baltimore Cemetery was established in 1849 as a public cemetery that offered the working class an alternative, less-expensive burial site to Green Mount Cemetery. Among its noted gravesites are those of

Charles Clinton Stieff, several mayors of Baltimore, and many victims of the 1918 flu epidemic. Baltimore Cemetery is rivaled in size by Loudon Park Cemetery, which holds the distinction of being the largest public, nonsectarian cemetery in Baltimore. It was established in 1853 and now consists of 365 acres and more than 200,000 graves. As with the other cemeteries of this time period, Loudon Park was designed in a park-like manner and its managers carefully controlled the use of the cemetery for recreation. Among the famous gravesites are those of Mary Young Pickersgill, Jerome Bonaparte, and H.L. Mencken.

Mt. Auburn Cemetery in Baltimore is one of the first cemeteries owned and operated by blacks. Its present location was established in 1872 and burial sites include those of the Mitchell and Murphy families, founders of the Afro-American newspaper; Lillie Mae Carroll Jackson, founder and director of the Maryland Chapter of the NAACP; and Joseph Gans, the first black heavyweight boxing champion of the world. Other noteworthy cemeteries include New Cathedral, the city's most prominent Catholic cemetery, and Mt. Olivet, a Methodist cemetery most noted as the burial site of Robert Strawbridge, the founder of the Methodist church in Maryland.

MILITARY HISTORY



Fort McHenry National Monument

Many people and events associated with the Revolutionary War, War of 1812, and the Civil War are commemorated in monuments throughout the city, and some buildings represent these important periods in Baltimore's history. The Washington Monument, an 1815 shaft designed by prominent architect Robert Mills, stands in Mt. Vernon Square, as does a statue commemorating the city's early benefactor and Revolutionary War hero, John Eager Howard. Construction of Baltimore's Washington Monument predated construction of the Washington Monument in Washington, D.C., by 55 years. A nationally recognized military site is Fort McHenry, a National Monument and Historic Shrine famous for its role in the 1814 defeat of a British attempt to invade the city during the War of 1812. It is also where the American flag that remained aloft after the battle inspired Francis Scott Key to write "Star-Spangled Banner," the original manuscript of which is in the Maryland Historical Society's collection. The flag was sewn by Mary Young Pickersgill, a widow who lived not far from the harbor where the battle was fought. Her

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house is now the Star-Spangled Banner Flag House museum and is open to the public. The city's official monument to celebrate the 1814 victory is the Battle Monument in Monument Square, a design of French architect Maximilian Godefroy. Recently, Maryland members of Congress led a successful effort to pass legislation that initiates a study into the potential for establishing a "Star-Spangled Banner National Historic Trail" linking sites from Washington, D.C., to Baltimore that are associated with the War of 1812.

The Civil War Museum, located in the former President Street Station in Little Italy, was the location of the first lives lost in the Civil War. Here, Southern sympathizers attacked regiments from Massachusetts and Pennsylvania traveling through the area. This demonstration resulted in the Union army's occupation of the city for the remainder of the war, since the border state of Maryland was pivotal to security for the capital city of Washington, D.C. The 1854 USS *Constellation*, a popular attraction in the Inner Harbor, served during the Civil War and is also representative of the navy's role in the years before the Civil War, when it captured two slave ships.

Baltimore played a less direct, though still significant, role in the World Wars. Just prior to the turn of the century, Bethlehem Steel had established a steel manufacturing mill east of Canton called Sparrows Point. Many of the steelworkers at Sparrows Point lived in company housing that was stratified by salary, rank, and ethnicity. In 1916, in an expansion effort that matched the increased demand for steel as a result of World War I, the company created the community of Dundalk to house additional shipyard workers. The Fairfield Shipyard of Bethlehem Steel, across the harbor from Sparrows Point, produced ships known as Liberty Ships during World War II. Fairfield produced 384 Liberty Ships that transported cargo and troops throughout the duration of the war. The decline of the steel industry in the latter half of the 20th century has brought significant changes to the lives of its employees and the life of their neighborhoods. Silent steel mills now stand as reminders of the growth the industry provided the city in the first half of the 20th century and the possibilities for rebirth in the 21st century.

INDUSTRIAL & MARITIME HISTORY

Baltimore was founded in 1729 in the hope that it would become a major tobacco port. Development was slow, however, and not until

the late 1700s, when grain exportation increased, did the city begin to realize its full potential as a major seat of commerce. The significance of the port to this expansion cannot be understated. From its beginnings, the city was centered around its natural deep-water harbor. The maritime industry was the city's lifeblood, employing not only shipbuilders, caulkers, stevedores and the like, but also fostering the growth of associated trades and related commerce that are the byproduct of a growing city. Future industrial developments, such as the railroads, mills, and streetcars that carried employees from home to work would also be inextricably tied to the port and the shipping industry.

Many advances in transportation and industry have been made in Baltimore, but perhaps none have been more symbolic of its heritage than the Baltimore Clipper ship. The Clippers were developed in the shipyards of Baltimore in the 1790s, at a time when tensions with Britain were high. The Clipper was built for speed and could easily outmaneuver the large British ships attempting to stifle American trade. The Clipper soon became the envy of mariners around the world, and built Baltimore's reputation as a major shipping center. Because they were designed for speed rather than cargo volume, the Clippers were most advantageous to merchants between 1795 and 1815, when evading the British at sea was crucial. Grain and tobacco were exported to the West Indies and Europe, while sugar and coffee were imported from the Caribbean and Latin America. But Clippers were more than just cargo vessels. During the War of 1812, ship owners were given presidential permission to arm their vessels and privateers took or sank 1700 British merchant vessels during the war. Clippers were also found to be useful in delivering arms to U.S. troops after breaking through the British blockade of the coast. The Battle of Baltimore fought at Fort McHenry was a British retaliation for the work of the privateers and an attempt to try to close the shipbuilding yards that made the Clippers. That battle was a victory for Baltimore, but shortly thereafter the defeat of the British signaled the end of the Clipper as well. With the return of peace and an emphasis on cargo space rather than speed, use of Clippers soon diminished. Today, the *Pride of Baltimore II* carries on the legacy of the Baltimore Clipper ship, and can be seen in the Inner Harbor when she is not traveling the world as goodwill ambassador for the State of Maryland.

Although Baltimore originated as a shipping town, the railroad reshaped the city significantly. Seeking new markets to compete with

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Philadelphia and New York, Baltimoreans began to look inland and to the west. Efforts to forge inland were started in 1827 when the Baltimore & Ohio (B&O) Railroad was chartered. By 1830, Baltimore was the site of the first railroad depot, and by 1852 the B&O had completed its goal of laying its lines all the way to the Ohio River. The railroad was central to a chain of trade that linked the port of Baltimore with raw materials from the South and West and manufactured goods from the Northeast. At the outbreak of the Civil War, the president of the B&O, John Work Garrett, shrewdly sided with the Union despite southern sympathies and profited from the continued trade he was able to conduct. The magnificent Evergreen House, purchased by Garrett and lived in by his family until 1942, is testament to the profitability of the railroad under his direction. After the Civil War, the men's garment industry and canning (oysters, fruit, and vegetables) became the main industries in the city, and again the railroad was at the center of it, importing raw materials from across the country and exporting the final products.

Immigrants from Europe came to work on the railroad and so contributed to the accelerating growth of the city. Conditions for the rail workers were dangerous and difficult, so it is not surprising that Baltimore was the site of the country's largest industrial uprising in 1877. The strike of 1877 was sparked by a depressed economy, repeated wage cuts for rail workers, and the use of force in quelling a strike in Martinsburg, West Virginia. When news of the West Virginia incident reached Baltimore, thousands of the city's huge labor population, including its many rail workers, protested and rioted in the streets but were eventually suppressed by federal troops. The B&O Company recovered, but soon fell into disarray due to poor management and a succession of economic downturns. By the turn of the century, the B&O had been bought out and Baltimore lost its prominence as a rail hub to Chicago, New York, and Philadelphia.

The B&O Roundhouse and Mount Clare Station are part of the B&O Railroad Museum and offer excellent exhibits on the rail industry in addition to providing train excursions to West Virginia. Mt. Royal Station, Pennsylvania Station, and other rail station buildings remain as significant resources within the BCHA that can also tell the story of the railroad's importance to the economy of the city and the growth of its ethnic neighborhoods, including Ridgely's Delight. The Baltimore Museum of Industry, located in a 19th-century oyster cannery, tells yet another story of the city's industrial

heritage. Both of these museums demonstrate vestiges of industry that will captivate the historic traveler to Baltimore.

Baltimore's maritime and industrial heritage can be conveniently explored through the National Historic Seaport Project. This model heritage tourism effort uses water taxis and tour brochures to link together Inner Harbor attractions such as Top of the World and visiting tall ships, historic seaport neighborhoods, the Museum of Industry, Fort McHenry, the modern port of Baltimore, and numerous sailing vessels including the USS *Constellation*. Once open, the proposed Frederick Douglass/Isaac Myers Maritime Park will be linked to these attractions as well.

ARTS, LITERATURE, MUSIC & ENTERTAINMENT



Billie Holiday interpretative sign

Large cities often are meccas for the artistic community and Baltimore is no exception. Home to many famous painters, sculptors, musicians, and writers, the city counts among its most recognizable citizens the jazz legends Cab Calloway, Billie Holiday, and Eubie Blake, and writers such as H.L. Mencken, and F. Scott Fitzgerald. These artists are memorialized through such resources as the Cab Calloway Jazz Institute at Coppin State College, the Billie Holiday Statue, the Eubie Blake National Jazz Institute and Cultural Center, and the walking tours of Mt. Vernon that highlight some of F. Scott Fitzgerald's activities in Baltimore. The H.L. Mencken House Museum is no longer open to the public, but its collection has been transferred to the Maryland Historical Society and the house itself is being considered by the Union Square Association as a possible location for a writer's center.

Another famous literary figure from Baltimore is Edgar Allan Poe, who lived in West Baltimore from approximately 1832 to 1835 with his aunt and her extended family. Poe, who moved to Richmond after living in Baltimore, did not return to the city permanently. However, he coincidentally and under rather mysterious circumstances died here in 1849. The Edgar Allan Poe House on Amity Street and his gravesite in Westminster Burying Ground are popular attractions that recall one of Baltimore's most significant literary talents.

Baltimore is also home to a number of museums and theaters that offer visitors quality cultural resources within the Heritage Area. Among the most noteworthy are the world-renowned collections of the Walters Art Gallery and the Baltimore Museum of Art. A recent

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addition to the art museum circuit is the American Visionary Arts Museum in the Inner Harbor. Theatrical arts venues include Arena Theater, America's oldest continuously operated black theater, and a number of small community theaters including the Vagabond Theater, Everyman Theater, and Fells Point Corner Theater. Large performing halls include the Joseph Meyerhoff Symphony Hall, Center Stage, Morris A. Mechanic Theater, and Lyric Theater. All of these venues attest to the ongoing role of the arts in the heritage of Baltimore. While museums and monuments honor past artists, the liveliness of the arts community today proclaims its continuing growth.

Baltimoreans have also entertained themselves through a long tradition of sporting events that reaches back to the mid-19th century. Baseball has been a staple of life in Baltimore since 1859. The present-day Baltimore Orioles have only been around since 1954, but they have brought home three World Series Championship titles and six American League Championship titles. Always popular around Baltimore, the Orioles play to a packed stadium that attracts visitors from all over the country for not only the game but to get a tour of the award-winning architecture of Oriole Park at Camden Yards. Nearby is the Babe Ruth Museum in the house where this famous ballplayer was born. Pimlico Racetrack, built in 1870, is the second-oldest racetrack in the country. It has hosted the Preakness Stakes, second of three races in the famed Triple Crown of horse racing, for 124 years. Preceded by a week-long celebration of parades, hot-air balloon launches, boat races, and other festive events, the Preakness could be further promoted to capitalize on Baltimore's horse racing heritage. The Baltimore Colts football team won two NFL Championships and an AFC Championship during their tenure at Memorial Stadium from 1953 to 1983. The Baltimore Colts and the New York Giants met in what has been called the "greatest game ever played," the 1958 NFL Championship game that went into overtime. In 1983, the team was moved to Indianapolis but NFL football returned to Baltimore in 1996 with the Baltimore Ravens, who now play downtown at PSINet Stadium. The popularity of lacrosse is growing throughout the



Oriole Park Camden Yards

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Statue of Babe Ruth at Camden Yards

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Patapsco River

country, but it has been a tradition in Baltimore for many years. Area college teams are perennially ranked in the top ten in the nation. The Lacrosse Hall of Fame, opened in 1998, showcases the sport and honors over 260 lacrosse players from around the country.

PARKS & NATURAL RESOURCES

While Baltimore is strongly tied to commerce and industry, it is also endowed with beautiful parks and urban squares. Some are situated on what was once private estate land held by the city's wealthiest citizens; others are gracious urban squares (small green refuges nestled among blocks of rowhouses), while still others are rambling stream-valley parks that recall the wilderness of the area before it was settled. The larger parks are the result of about 100 years of land acquisition by the city and its parks board.

Before 1860, Baltimore had only two parks, Federal Hill Park and Patterson Park, which is located in Highlandtown. The city's first park, Patterson Park, was donated to the city in 1827 by William Patterson. It was later expanded to 155 acres based upon by the recommendations in a 1904 report, "Development of Public Grounds in Greater Baltimore," written by the famous landscape architects, Frederick Law Olmsted Sr. and Jr. In 1788, Federal Hill was the site of a celebration honoring Maryland's ratification of the U.S. Constitution. Today, it offers sweeping views of downtown and the harbor.

The city and its parks board bought or were given seven large estates that now anchor Baltimore's parks system. In 1860, the city acquired Druid Hill, a 745-acre estate designed – in the romantic style – to follow the natural contours of the land. Druid Hill Park today offers an oasis from the bustle of the Baltimore City Heritage Area and is home to the Baltimore Zoo. The historic conservatory at Druid Hill Park is an impressive structure undergoing restoration, with plans to develop an arboretum. Others estate parks include:

- Carroll Park, the site of Mount Clare Mansion, which was acquired by the city in 1890 and is now a house museum managed by the Maryland Chapter of the Society of Colonial Dames. The park includes athletic fields, a playground, and a nine-hole golf course. The re-creation of the 18th-century gardens at the mansion is underway;
- Clifton Park, the estate of Johns Hopkins. The mansion is

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being restored and is now surrounded by an 18-hole golf course. Active playing fields also exist in the park; and,

- Cylburn Arboretum, situated on the Cylburn Estate and the last estate to be purchased by the city (1942). The park contains 173 acres of formal and woodland gardens and trails.

A number of streams traverse the Heritage Area, most of which were reserved as parks after the turn of the 20th century and have, therefore, had some measure of protection. The major stream valley parks include Wyman, Chinguapin Run, Herring Run and Mount Pleasant, and Stoney Run Parks.

Today, projects embrace these natural resources to create recreational trail opportunities for the Heritage Area visitor. The Jones Falls Valley Greenway, first recommended in the 1904 Olmsted report and revisited in the 1961 Greater Baltimore Committee report, is proposed as an historical park through the valley that will link historic mills and other industrial sites, open space, and light rail. A new master plan for the Jones Falls Valley may present connections between the valley and the BCHA attractions. The northern end of the Patapsco River Greenway system falls within the Baltimore City Heritage Area, providing an important link to the region. The Gwynns Falls Greenway will result in a continuous park through the city that may eventually connect with the Patapsco River Greenway and other regional trails such as the BWI Trail and the Baltimore & Annapolis Trail. Four miles of the 14-mile Gwynns Falls Greenway trail that will link the 1,200-acre Leakin Park to the Middle Branch of the Patapsco River are open.

Recent efforts continue to expand park and open space. The Baltimore Waterfront Promenade is a 7.5-mile continuous walkway that winds around the Inner Harbor area. It is designed to link all of the major attractions in the Inner Harbor, while providing the visitor with insight on the nature and history of the harbor. The Canton Waterfront Park offers a similar perspective on the harbor and its adjacent neighborhoods, and is home to the Korean War Memorial. Integrating these pedestrian amenities into an overall plan for the BCHA will help to improve the walkability of the BCHA, create linkages between resources, and extend visitation beyond the Inner Harbor.



House in need of restoration

B. PRESERVATION/CONSERVATION POLICIES AND THREATS

Baltimore City contains nearly 175,000 structures built prior to 1950 – almost 40 percent of all such structures in the State of Maryland. Over half of the standing structures in Maryland that are listed on the National Register, including those within National Register Historic Districts, are found in Baltimore City. The city has nearly four times the number of locally designated historic sites found in other counties in the state, and about six times as many Maryland Historic Trust Easements on standing structures. These figures vividly illustrate the phenomenal wealth of historic resources that can be found in the city, as well as the superlative need to focus efforts on their preservation and conservation.

PRESERVATION AND ITS ECONOMIC BENEFITS

TAX CREDITS

Preservation efforts can be furthered by providing financial incentives and evidence of the economic benefits that result from preservation. Substantial rehabilitation work, which is generally considered to be work that exceeds \$5,000 in cost and meets or exceeds the value of the building, can result in a number of tax benefits. Federal tax credits allow owners of certified historic, income-producing properties to apply for a tax credit worth 20 percent of the cost of certified rehabilitation work. Non-historic buildings built before 1936 and used for a non-residential purpose are eligible for a ten percent tax credit for certified rehabilitation work. Certified historic properties are those listed individually on the National Register or considered contributing structures in a National Register or local historic district. Credits may not be taken for primary residences. The Heritage Preservation Tax Credit Program administered by the Maryland Historical Trust offers a 25 percent tax credit for residential and non-residential certified heritage structures. The amount of the credit can be applied over a period of up to ten years if tax liabilities are insufficient to absorb them in one year. A certified heritage structure is:

- Individually listed on the National Register of Historic Places;
- Identified as a contributing structure in a National Register Historic District or local historic district;

PRESERVATION/CONSERVATION POLICIES AND THREATS

- Designated as a historic property by local law; or
- A contributing structure located in a Certified Heritage Area.

Property owners in Baltimore are fortunate to also have a local tax credit program available to them. The Commission for Historical and Architectural Preservation (CHAP) administers the Baltimore City Historic Restoration and Rehabilitation Tax Credit Program. Owners of historic properties (both residential and non-residential) designated on the National Register, the Baltimore City Landmark list, or that contribute to a National Register or Baltimore City Historic District are eligible to receive credit for approved rehabilitation work. A minimum of 25 percent of the full cash value of the building must be expended, but the credit is worth 100 percent of the assessment increase that would result from the work. The credit is applied to assessments for a period of ten years and can be transferred from one owner to the next. Private and philanthropic organizations can provide grants or loans either in addition to or in lieu of tax credits to offset the expense of rehabilitation.

Significant financial resources have been expended on preservation in Baltimore using these programs. The Maryland Historical Trust has awarded 57 capital grants totaling \$1,570,632 to Baltimore City projects since 1983. Since 1992, 80 preservation projects totaling \$353,794,260 have utilized federal tax credits, while 12 commercial projects worth \$104,812,835, and 36 residential properties worth \$3,293,565 have made use of state tax credits since 1995. Since the local preservation tax credit program in Baltimore began in 1996, 78 projects totaling \$35,600,000 in investment have benefited.

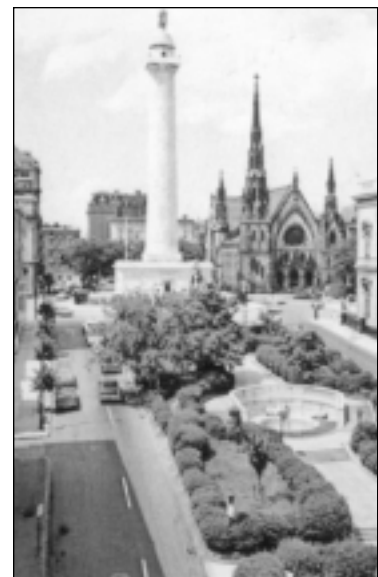
MT. VERNON HISTORIC DISTRICT: A CASE STUDY

Preservation of historic buildings and neighborhoods maintains a community's sense of place and unique character. Monetary benefits can also accrue as a result of preservation. The Mt. Vernon Historic District, which is anchored by the Mt. Vernon Cultural District centered on Charles and Monument Streets, is the city's first locally designated historic district. A 1998 Lipman, Frizzell & Mitchell LLC study concluded that renovation and preservation of historic buildings increased property assessments and showed a lucrative return in visitor spending. Cultural institutions and the district's historic fabric attract visitors. Retail and neighborhood businesses further illustrate the area's viability that generate significant property and income tax revenue.



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Mt. Vernon Square, traffic sign obstructing historic view



Baltimore Department of Recreation and Parks

Washington Monument, Mt. Vernon Square.

The Mt. Vernon Historic District study estimated that Baltimore receives approximately \$327,000 in additional tax revenue as a result of the Midtown Community Benefits District, which includes Mt. Vernon. The study also found that property values in the Mt. Vernon Historic District increased by about 211 percent between 1979 and 1997, while city-wide the increase was only 133 percent for the same time period. About \$6.4 million in real estate taxes were paid by Mt. Vernon properties in 1997.

The increase in property values in the historic district might be partly attributable to the millions of dollars invested by the cultural institutions located there. A recently released Mt. Vernon Cultural District Plan projects an additional \$143 million will be invested. Public, private, and institutional investments have resulted in about \$12.5 million of annual construction costs. These costs translate into at least 217 full-time equivalent construction jobs that pay \$7.5 million in wages per year. Income taxes on these wages, as well as sales taxes on the materials, add an estimated \$562,500 and \$250,000 respectively to state and city coffers. For every dollar spent on construction wages, about \$.81 in wages for supporting industry workers are generated. As a result, 422 full-time equivalent jobs with \$13.56 million in annual income can be attributed to construction work in the district.

In addition to attracting tourists and spurring renovation construction, historic districts attract investment from film crews looking for locations with historic charm and few modern intrusions. It is estimated that film crews contribute about \$100,000 to the local economy for each day of shooting. Mt. Vernon's intact historical buildings and streetscape make it a popular location for filming, and it is estimated that the local spending attributed to film work in the area exceeds \$1 million per year.

BASELINE DEMOLITION DATA

While there are a tremendous number of historic buildings in Baltimore, many of which are being preserved by public and private entities, there is a growing number of buildings that are badly deteriorated and in need of demolition. The number of city housing units consistently grew through 1970 to around 305,000, but since then numbers have remained virtually steady. At the same time, population of the city has declined in recent decades, resulting in increasing numbers of abandoned houses and vacant lots. In 1999, approxi-

PRESERVATION/CONSERVATION POLICIES AND THREATS

mately 11,500 houses in the city were vacant – nearly double the number that were vacant in 1975. In the interest of safety and neighborhood stability, many derelict buildings have been demolished. Approximately 1,000 buildings have been demolished every year in the city since 1923. A policy in the 1970s slowed this number down to around 100-300 buildings for a short period of time, but unfortunately the number of substandard and dangerously unsafe buildings also increased due to owner neglect and the cycle of disinvestment that plagues most cities. Today, the City of Baltimore demolishes about 2,000 buildings a year, an acceleration since 1996. There is no question that many buildings that have been demolished were so badly deteriorated that they could not be preserved. There is, however, a need to

- Strengthen existing policies and programs;
- Explore new opportunities to minimize demolition and deterioration; and
- Create incentives to preserve, rehabilitate and renovate structures that contribute to the historic fabric of the BCHA.

Mainly by default, the city has acquired many buildings that were either abandoned or were taken for delinquent taxes. Since the number of these buildings is staggering, the city has few choices for managing the structures. The short term solution is often demolition because it addresses neighborhood concerns about derelict buildings. Owners of substandard buildings are cited with a “raze or rehabilitate” order from housing officials, which triggers a path that often leads to demolition of the property as opposed to rehabilitation.

The good news is that the rate of building demolition is negligible within the 20 local historic districts in the city. The local district ordinance requires a review of all proposed building demolitions within these areas. Property values are higher in these neighborhoods as a result of the protection provided by the local ordinance. These higher property values signify a greater likelihood that historic buildings will be cared for and maintained.

PRESERVATION POLICIES AND PROGRAMS

Baltimore is fortunate to have a commission designed to promote historic preservation and prevent the destruction of significant buildings or neighborhoods. The Commission for Historical and Architectural Preservation (CHAP), established in 1964, makes



Historic Baltimore Street

CHAP

recommendations on the designation of historic districts and landmarks to the Baltimore City Mayor and Council. Since the designation of the Mt. Vernon Historic District, there have been 19 additional local historic districts designated. Including structures in historic districts, about 8,000 historic sites are protected through CHAP. CHAP conducts ongoing surveys of structures and neighborhoods to assess their architectural, historical and social significance and has the authority to conduct design review of all renovation and demolition permits for protected buildings. This power enables CHAP to monitor and protect historic structures from incompatible modifications or unwarranted demolition. Baltimore's preservation tax credit is also administered by CHAP (see discussion above).

An official city policy on historic preservation was established in the 1967 City Comprehensive Plan element entitled "Preservation of the City's Character." This document outlines policies encouraging the preservation of buildings and neighborhoods, as well as policies promoting the adaptive reuse of historic structures. The new draft comprehensive plan for the city "Plan Baltimore" devotes a chapter to Baltimore's culture and heritage. One goal is to "preserve and renew the city's significant historic urban fabric to improve Baltimore's quality of life," with a recommendation that CHAP coordinate the completion of a citywide preservation plan that could survey neighborhoods and identify where resources could be targeted for revitalization.

In 1998 Baltimore City cataloged 11,705 vacant houses. In addition, 4,000 houses have been razed over the past three years. By 2004 as much as 20 percent of the city's housing stock could be demolished. A majority of these homes are located in Baltimore's older neighborhoods that were the centers of the city's 19th-century immigration wave. A number of the houses identified for demolition are two-story alley houses built to accommodate ethnic workers and their families that represent early examples of affordable housing. Preservationists argue that demolishing these buildings permanently destroys much of Baltimore's ethnic history. Recently, houses in the 900 block of Lemmon Street occupied by Irish railroad workers in the 19th century were protected from demolition through a court injunction. These houses are targeted for rehabilitation as a museum and are soon to be part of a local historic district.

While many of the houses targeted for demolition are legitimately

PRESERVATION/CONSERVATION POLICIES AND THREATS

structurally unsound, there is growing concern over the lack of an official city demolition policy and replacement plan. A recent City Council resolution called for a moratorium on demolition until a plan could be established with community input. Under the leadership of the Department of Housing and Community Development, a new demolition strategy was drafted during 2000. The new plan proposes demolition of 300 properties per year, affecting whole blocks that cannot be saved. Historic preservation will be an important consideration in this new approach.

The efforts to control demolition in the face of astounding projections point to a dire need to protect heritage resources. These resources present tremendous opportunity for interpretation, promotion, and economic development.

Planning Issue and Opportunity: There is an absence of an overall city policy regarding preservation and current city policy regarding vacant house demolition does not support the protection of heritage resources.

The city currently lacks a comprehensive policy regarding the preservation of its historic structures and neighborhoods. Historic designations and demolition are decided on a case-by-case basis, frequently without the benefit of a larger community or economic planning process. As a result, a number of historic structures, particularly within the downtown area, have become candidates for demolition to be replaced with parking structures. Especially disturbing have been proposals for demolition on the West Side, which includes some of the city's more architecturally and historically significant buildings. The city's nonprofit sector is largely responsible for saving these buildings and proposing the establishment of a historic district for further protection.

The draft "PlanBaltimore" contains recommendations to develop demolition strategies at the neighborhood level with the input of residents, so that abandoned buildings can be demolished and the land adequately prepared for redevelopment. It recommends focusing on areas where redevelopment potential is the strongest and there is a good opportunity for assemblage of land parcels. "PlanBaltimore" recognizes that all buildings cannot be preserved if deterioration is too advanced and/or buildings are unsafe. Instead it recommends that a preservation plan be developed to prevent unnecessary demolition

and to outline where strategic demolition would be beneficial. The demolition strategy developed by the Department of Housing and Community Development is consistent with this approach.

The Baltimore City Heritage Area Management Action Plan will lay some of the groundwork for the proposed preservation plan by addressing how historic structures within a Target Investment Zone and the certified Heritage Area boundary can be better protected. The existence of a historic district does not always preclude buildings within it from being destroyed, especially when poor maintenance can lead to “demolition by neglect.” To prevent this from happening, it is important that the BCHA Management Action Plan consider ways to demonstrate the value of preservation and historic designation and work with the Heritage Area neighborhoods.

REDEVELOPMENT & REVITALIZATION

While revitalization efforts are key ingredients to restoring health and vitality to certain parts of the city, it is important to recognize that historic buildings help define the unique character of each neighborhood and play a vital role in passing along the history of that area.

Proposed development projects often require the removal of many substandard buildings in order to create larger and consolidated developable parcels. Included on the National Trust for Historic Preservation’s 11 Most Endangered Places List in 1999, the West Side/Market Center is threatened by the possible demolition of 150 buildings in the proposed West Side Master Plan. Additionally, a new development plan by the Harry and Jeanette Weinberg Foundation and GRID Properties calls for a four-block development bounded by Howard, Lexington, Fayette, and Liberty Streets. This proposed development includes offices, a ten-screen movie theater, apartments and parking at the expense of a number of older buildings that would be demolished. This “blockbuster” type development approach is opposed by preservation organizations, including Preservation Maryland and Baltimore Heritage, Inc., who have prepared a report entitled, “A Preservation-Based Strategy for the Revitalization of the West Side of Downtown Baltimore.”

PRESERVATION/CONSERVATION POLICIES AND THREATS

Planning Issue and Opportunity: The historic character of many communities is compromised by deterioration, demolition and redevelopment.

A more balanced revitalization proposal is being explored by the city and investors in another area bounded by Eutaw, Baltimore, Howard, and Fayette Streets. This redevelopment project requires the demolition of five buildings, the renovation of ten other buildings, and the construction of an 18-story apartment building. The resulting mixed-use area will offer ground-level shops and restaurants, residential units, and performing arts space at the historic Town Theater, which is proposed for renovation as part of the project. Another performing arts venue, the Hippodrome Theater, is located across the street from the proposed high-rise apartment building and is already the recipient of nearly \$50 million in renovation funds from the State of Maryland. Presently, the "West Side of Downtown Baltimore" is pending designation in the National Register of Historic Places.

Crime (real and perceived) trash, deterioration, vacant and dilapidated properties, and inaccessibility prevents many neighborhoods from realizing their historic potential. Two recent Baltimore Sun articles underscore this point. One article about the Edgar Allan Poe House noted "how perceptions mutate into what might be called urban vs. tourist folklore." A second article concerning the revitalization of the Pennsylvania Avenue Market observed that "hundreds of nearby rowhouses have been allowed to deteriorate or are vacant." These issues are significant for visitors and residents. Perceptions of poor safety conditions in core neighborhoods that occur as a result of dilapidated or abandoned buildings must be addressed. The Baltimore City Heritage Area Management Action Plan will identify strategies for neighborhoods where deterioration exceeds the rate of stabilization. Stopgap measures should be explored as well to ensure that the historic fabric of neighborhoods, especially those in transition, is not lost to redevelopment or neglect.

Planning Issue and Opportunity: Heritage resources are under-utilized as catalysts for neighborhood revitalization.

A number of the city's historic and ethnic neighborhoods include



Fells Point Visitor Center

HRG Consultants, Inc.

substantial inventories of significant structures that could be catalysts for small-scale revitalization. One example is the recent renovation of a Baltimore rowhouse for the Fells Point Visitor's Center, which provides information about the local area with the hope of extending the average 20-minute stay of a water taxi passenger. With little publicity, already more than 1,200 visitors have stopped at the Center that enhances tourism opportunities and spurs reinvestment.

Heritage resources are amenities from which revitalization opportunities can be built. It is important to encourage and partner with the Community Development Corporations (CDCs) associated with the area to preserve its heritage. Nonprofit organizations and private developers, as well as the governmental institutions that hold property or undertake infrastructure projects in the certified Heritage Area, are also recognized as key stakeholders in the redevelopment and preservation of Baltimore's heritage. Fostering creative alliances, simplifying permitting processes, and alleviating barriers toward funding and development within historic neighborhoods are essential components that support the utilization of heritage resources.

ISAAC MYERS BUILDING: A CASE STUDY

The city potentially could lose a number of significant properties due to the time it can take to acquire a property and the level of stabilization that is required for many buildings. The Frederick Douglass-Isaac Myers building was acquired by Living Classrooms Foundation, Inc., which plans to restore the building and grounds for a museum, maritime park, and tourist attraction. When purchased, the building was in disrepair and it continues to deteriorate while funding is being secured. The continued deterioration of the structure ultimately increases the cost of restoration and may jeopardize the effort to restore the building at all. Expediting the acquisition and development process would greatly increase the chances of being able to preserve many such sites.

PRESERVATION INTO THE FUTURE

The preservation of historically significant buildings and places is an on-going process that reflects the values, priorities, and resources of each generation. The result is a wonderfully diverse historic fabric to the city that echoes many preservation victories as well as losses.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Planning Issue and Opportunity: Neighborhoods contain many layers of cultural and heritage resources that present a variety of interpretive opportunities

Neighborhoods and their surrounding environments reflect multiple layers of history and events. The evolution of Baltimore's neighborhoods is reflected in its architectural and social history and changing land-use patterns. Sometimes the structures inextricably linked to the people and events that shaped their prominence no longer exist. Billie Holiday's house is no longer standing, but her roots and performances in Baltimore remain a point of pride for the community. The Royal Theater, a former cultural icon, is another site on Pennsylvania Avenue where Baltimoreans remember and celebrate the performers and life that surrounded the theater. Interpreting the changes that shape a neighborhood's landscape and history is a significant component to the success of this heritage initiative.

C. VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

An application for state recognition of the Baltimore City Heritage Area noted that increasing the number and the diversity of visitors is important to capitalizing on the second largest revenue generator in Baltimore City – tourism. The report also highlighted the need to overcome the general perception in America that urban environments are something to fear. Meeting these goals will increase economic benefits based on tourism and establish a healthy living environment in Baltimore's neighborhoods. The following data support this notion and begin to define opportunities to establish a unified, coordinated, and holistic tourism initiative for the BCHA.



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Baltimore Harbor

VISITOR SERVICES AND ATTRACTIONS

The number of leisure visitors to Baltimore continues to increase. Baltimore's national tourism ranking among U.S. cities went from 34th in 1996 to 16th in 1997 and 1998. In terms of leisure and



Tall Ships at Baltimore Inner Harbor

CHAP

business visitation, Baltimore's ranking jumped from 27th in 1996 to 20th in 1997 and 1998. Of these visitors, more went to cultural sites than was typical for the nation as a whole (21 percent vs. 15 percent). Twenty-four percent (24 percent) of travelers came to Baltimore for business versus 21 percent nationally. The number of visitors traveling to Baltimore grew seven times faster than the total U.S. visitation rate, which increased 3 percent between 1996 and 1997. Surprisingly, Baltimore's number of domestic visitors is not far below that of Washington, D.C. In 1998, Washington had 19.6 million visitors and Baltimore 16.4 million.

Four out of ten visitors to Washington, D.C. in 1998 visited Maryland (39 percent), and/or Virginia (44 percent) on the same trip. Thirty-four percent of the visitors to Washington, DC visited historical places or museums in 1998 (the highest-ranking trip activity for these visitors).

In 1998, the Inner Harbor attracted 15 million visitors and proved to be Baltimore's most popular tourist site. Many residents patronize Lexington Market, and it has great potential for tourists who already may have discovered its draw. Oriole Park at Camden Yards, and the Power Plant are two other highly-visited Baltimore attractions. Annual visitor numbers for 1998 are shown below.

Inner Harbor	15 million
Lexington Market	4 million
Camden Yards	3.6 million
Power Plant	3 million
Pimlico Race Course	1.9 million
Aquarium	1.6 million
Little Italy	1.3 million
Fort McHenry	668,000
MD Science Center	645,000
Baltimore Zoo	619,000
Baltimore Welcome Center	550,000
Baltimore Museum of Art	305,000
Walters Art Gallery	300,000
Maritime Museum	160,000
Port Discovery	100,000 (three months)

Baltimore has a number of membership organizations that market and promote their membership resources, events, and businesses. While these organizations provide valuable services to visitors, they present a limited range of options because of their membership orientation.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

- The Baltimore Area Convention and Visitors Association (BACVA) provides information on agencies, associations, accommodations, attractions, events, nightlife, recreation, restaurants, retail, sporting activities, and transportation to business, leisure, group, and convention travelers. BACVA also describes in general the history and heritage of Baltimore City through four venues: the Inner Harbor Visitor Center, the Call Center (1-888-BALTIMORE), BACVA's web site (www.baltimore.org) and the Information/Restaurant Kiosks at the Convention Center.
- BACVA shares up-to-date information and monitors tourism activity. Because BACVA provides visitor services information about its members only, it limits the range of options available to tourists who might contact BACVA. Through the web site, it is possible to view virtual tours and request assistance and printed information such as visitor guides, a facilities guide, maps, or a group tour planning guide. The BACVA-run Satellite Visitor Centers at the Inner Harbor and the Baltimore Convention Center provide membership materials for tourists already in town. Proposed upgrades for BACVA's Visitor Service Department include the following: a new telephone and computer system; extended hours of operation; an advance hotel reservation system; a concierge service to sell tickets to attractions, sites, and tours; on-site performances at the Welcome Center; a theater for a movie or video about Baltimore; and a gift shop.
- The Baltimore Tourism Association (BTA) is a membership organization that collectively advertises, participates in trade shows, and provides information via a web site and brochure. The website has the capacity to link other association-member sites. The BTA Neighborhood Program supports local initiatives that allow residents to embrace, promote, and share unique qualities within their community.
- The Downtown Partnership of Baltimore (DPOB) seeks to increase visitation to downtown Baltimore by local residents. Activities and events are held and promoted year-round. Uniformed security personnel for DPOB walk throughout downtown and are often approached by tourists for information. A number of other organizations also provide visitor information:
- The Baltimore Office of Promotion (BOP) produces year-

round events for residents and tourists alike, including the annual Baltimore Book Festival. A monthly calendar of events that are mostly free and open to the public is available to tourists and could be useful in promoting Heritage Area activities.

- The Maryland Office of Tourism Development (MDOTD) provides services for the entire State. This organization seeks to attract travelers of all kinds to Maryland and supports the City's effort to develop a state-of-the-art visitor center in Baltimore. Various MDOTD publications are available for consumers, the travel trade, and the Maryland tourism industry. A toll-free phone number responds to travel inquiries (1-877-333-4455).

- The National Park Service's National Register website has a virtual tour of Baltimore to entice and help a potential traveler plan a trip.

Planning Issue and Opportunity: Packaging and Coordination of Activities

Many of the organizations described above that provide visitor services have not focused on or seen value in the architecture, parks, and cultural events that may be of interest to the historic and cultural traveler. As a result, opportunities for an expanded and diverse heritage experience cannot yet be realized because visitors do not receive all-inclusive information on the many and varied Heritage Area resources. Further, the organizations do not currently coordinate their efforts. Some markets, such as Colonial Williamsburg, Boston, Charleston, Philadelphia, and New Orleans package a wide variety of services, making them more easily accessible to the visitor. For example, the Philadelphia Flower Show is one of the most popular garden shows in the United States, drawing 260,000 visitors in 1999. In recent years, tourism promotion for the event by the Philadelphia Convention and Visitors Bureau and the Greater Philadelphia Tourism Marketing Corporation has included hotel packages for the week-long event along with other citywide activities and deals for other attractions in Center City Philadelphia.

The proposed BCHA management organization has the opportunity to act as a clearinghouse of information for visitors, thus facilitating access to information and also enhancing the visibility of and access to organizations and businesses that currently undertake separate marketing efforts.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Planning Issue and Opportunity: Unified Niche Visitor-Service Information

Neighborhood and professional organizations within the Baltimore City Heritage Area provide visitor information that is very focused to a specific area or topic. These include the Society for Preservation of Federal Hill and Fells Point, which recently opened the Fells Point Visitor Center, and the Baltimore Architectural Foundation, which offers architectural walking tours. However, there is no unified repository for visitor-service information that is easily accessible to a visitor planning his/her trip to Baltimore or to a visitor who has recently arrived in Baltimore and is looking for additional information about events and attractions. The BCHA can provide this central, unified repository.

Additional statistics, data, and important findings regarding visitor services locally and nationally can be found in Appendix E.

INTERPRETATION

Without interpretation, a visitor might never experience the wealth of Baltimore's heritage resources, and having a variety of interpretative themes can increase the target audience and marketability of the Heritage Area. Interpretation must communicate the meanings and relationships of the objects, structures, artifacts, and landscapes of the Heritage Area and arouse a visitor's curiosity. To be successful, it must relate to the everyday lives of a first-time visitor or life-time resident. Each site must correspond to a larger context or a broader theme that holistically ties them together.

INTERPRETATIVE THEMES

The City of Baltimore was founded and grew up from its harbor on the Northwest Branch of the Patapsco River. The hills and valleys surrounding the harbor were richly watered, with Jones Falls feeding into the Northwest Branch and Gwynns Falls feeding into the Middle Branch of the Patapsco. The result was a city that blossomed along and because of its abundant water sources, all of which flow into the bountiful and bustling Chesapeake Bay. Water literally powered the growth of Baltimore – as water-based industries prospered, people flocked to Baltimore from the United States and abroad to work on

the waterfront, in the stream valley mills, or to create their own enterprises. Baltimore's harbor, and later its railroad linking the city to the southern and western states, made it a strategic location fought over by both Britain and America, the Union and the Confederacy. Those wouldn't be the only struggles fought in Baltimore, though. As the city prospered, it found itself embroiled in a growing population's

labor struggles and civil rights battles that reflected both its working-class, ethnic roots and African-American community. Yet the harbor and streams linking the heart of the city to the surrounding countryside provided the means for celebration, creativity, and civic pride in the city. Money that was made at the harbor or in the stream valleys was spent on enriching the cultural life of the city through the founding of educational institutions and support of the arts, the construction of landmark buildings, the creation of a park system, and promotion of sports. Through the centuries, Baltimore has grown out from its harbor and up from the stream valleys, but it remains inextricably bound to the water by history, economics, and heritage. The BCHA can build upon this heritage through the thematic interpretation of resources.

INTERPRETATIVE THEMES

The Power of Water – Industries that Built Baltimore and Shaped the State

- The Port of Baltimore and Chesapeake Bay: Baltimore's Shipping Heritage
- The B&O Railroad: Linking the Port to Western Markets
- The Textile Mills: Industry in the Stream Valleys

Tides of Settlement – Baltimore's Neighborhoods

- A Cultural Melting Pot: Ethnic Groups, Migration, and Immigration
- The Rowhouse Legacy
- Crabcakes, Formstone, Painted Screens, and More: Baltimore Neighborhood Traditions

Troubled Waters – Civil and Social Struggles in Baltimore

- Defining a Nation: Baltimore's Role in the Revolutionary War, War of 1812, and Civil War
- The Fight for Equality: Baltimore's Civil Rights Struggles
- Union Halls: Organizing Baltimore's Laborers and Craftsmen

A Flood of Riches - Baltimore's Cultural and Natural Inheritance

- The Pursuit of Knowledge: Baltimore's Contributions to Education, Science, and Medicine
- Exquisite Edifices: Mansions, Churches, and other Architectural Gems
- Urban Places and Open Spaces: Evolution of the City's Parks
- Baltimore's Treasure Houses: Art, Theater, and Music
- Preakness to Playoffs: Sports in Baltimore

INTERPRETATIVE TOOLS

Effective use of the built environment as a tool in telling Baltimore's stories is central to the success of the BCHA. Being able to visualize and experience the Heritage Area's people, places, and

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

events provides the ingredients necessary to showcase indigenous traditions, culture, and history. Strengthening or maintaining authenticity in Baltimore's neighborhoods and resources will provide accurate and numerous opportunities to interpret the past for the resident and visitor. Fostering pride within the community will further the promotion and sustainability of Baltimore's heritage.

More scholarly research may be necessary to develop quality, accurate, and comprehensive interpretative materials. The development of travel guides, brochures, CD/ROMS, and exhibits will engage the BCHA visitor in ways that are both fun and interesting. Tour guides should be well trained and able to advance the depth of knowledge of both the Baltimore resident and the visitor. Creating physical linkages via trails and tour loops, and developing coordinated promotional efforts and interpretive materials that are presented through interactive kiosks, the Internet, or special events are essential to creating an interpretative structure of programs and facilities that meet the visitor's expectations.

The BCHA is in a unique position to address coordination between various attractions. Today, established tours, museums, brochures, and guides already offer a diverse array of quality resources from which to draw. To begin, a plethora of museums offer the visitor and the resident access to extraordinary topics.

MUSEUMS, COLLECTIONS, AND PERFORMANCES

Individual museums throughout the Heritage Area already capture the interest of devotees of military history, industry and science, the civil rights struggle, public works, Jewish culture, and railroad history, including:

- Star-Spangled Banner Flag House
- USS Constellation
- Fort McHenry
- Baltimore Public Works Museum
- Baltimore Museum of Industry
- Baltimore Streetcar Museum
- Museum of Incandescent Lighting
- National Museum of Dentistry
- Lillie Mae Carroll Jackson House Museum
- Jewish Museum of Maryland
- B&O Railroad Museum



Historic Baltimore Harbor

Maryland Historical Society



Baltimore Museum of Art

BACVA

The Maryland Science Center, National Aquarium, and Port Discovery Children's Museum appeal to both children and adults.

The Walters Art Gallery, housed in three buildings on Mt. Vernon Square, is a world-renowned gallery most noted for its collections of ancient artifacts, medieval armor, and Asian art. The Baltimore Museum of Art, Maryland's largest art museum, is best known for the Cone sisters' important collection of early 20th-century art work. It also contains collections of American decorative arts, including 18th-century furniture from Baltimore, and African, American, and Oceanic native art work. A very unusual museum, the American Visionary Art Museum, focuses on the works of intuitive, untrained artists, both local and international. The Maryland Art Place perpetuates Baltimore's role as the liaison for Mid-Atlantic artists' contemporary work.

The Maryland Historical Society (MHS), already the repository of many of the most important artifacts related to Baltimore and Maryland history, recently acquired the substantial collection of the Baltimore City Life Museum. "Celebrating the Baltimore City Life Collections", an exhibit at the MHS, highlights resources important to Baltimore's growth and the character of its people. The collection from the H.L. Mencken House Museum also has been transferred to the MHS. Exhibits at the MHS illuminate the history of the Peale Museum from its erection in 1814 through the 1930s; the growth of the Inner Harbor; the Great Fire of 1904; the building of Union Station, now Penn Station; and Baltimore's immigrant and suburban neighborhoods. The MHS is also known for its large collection of portraits by the Peale family and those of Joshua Johnson, the nation's most noted black painter. MHS houses the largest collections of Civil War and maritime artifacts in the state, and is nationally significant for its ownership of the original "Star-Spangled Banner" manuscript.

The Enoch Pratt Library features the Maryland Room, a reference and research center on Maryland history which is also one of the most fascinating repositories for Baltimore's history.

Large African-American historical collections can also be found at the Enoch Pratt Library, as well as at the James E. Lewis Museum of Art at Morgan State University. The Great Blacks in Wax Museum is the nation's only wax museum dedicated to African-Americans. It portrays people who have had an important role in the history of African-Americans throughout the nation and is the most frequently visited African-American tourist destination in Maryland.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Tourists and residents alike enjoy a vast array of music at the Joseph Myerhoff Symphony Hall, the Peabody Institute, and Baltimore's opera house – the Lyric Theater. The city's numerous clubs and other performing arts venues offer the opportunity to hear everything from chamber music to blues, jazz, and folk performed by both local and national artists. A variety of theater and dance productions can be found at venues that range from the Morris A. Mechanic Theater, which draws national dance and musical productions, to the locally based Center Stage and the many small, local theater troupes including the Arena Players. The renovation of the historic Hippodrome Theater on the West Side of Downtown Baltimore is part of a major redevelopment project and, once completed, will become the new home of the Morris A. Mechanic Theater.

TOURS

A number of motor coach operators and other organizations provide niche heritage tours within Baltimore City. However, there is no single tour that provides a newcomer with an overview of Baltimore's heritage resources in general. Linking sites, attractions, and resources and developing packages that will appeal to different visitors should be a key component of the BCHA Management Action Plan.

Many organizations and businesses offer heritage tours in Baltimore:

- Baltimore Black Heritage Tours provide tours of the city and concierge services geared toward African-Americans.
- African-American Renaissance Tours offers guided tours of historic and contemporary sites particularly significant to African-Americans. Special events are organized during February, which is Black History Month.
- Baltimore Rent-A-Tour caters to conventioners and corporate meeting-goers by providing customized or theme tours of the city. Its tours include Catholic Heritage, Jewish Heritage, and African-American Heritage Tours, which make up 30 percent of their business. There are also a few unique tours including its Famous Insomniac Tour, Famous Women of Baltimore, Great Museums of Baltimore, Star-Spangled Banner Tour, and Corridors of Culture.

-
- Charles Street Association and Mount Vernon Cultural District offer:

- Self-guided walking tours

- Mt. Vernon Park

- Cathedral Hill

- Belvedere

- Guided thematic walking tours

- Literary Walking Tour held in September during the Baltimore Book Festival.

- Romantic Legacy Walking Tour held Valentine's Day weekend.

- Baltimore Architectural Foundation, a professional organization offers two walking tours each month for \$10 a person (non-member price):

- Mt. Vernon walking tours (the first Saturday of every month)

- Federal Hill walking tours (the second Saturday of every month)

- Zippy Larson's Shoe Leather Safari offers motor coach tours for large groups or walking tours for smaller groups. Theme tours include:

- "Wallis Warfield Simpson – The Woman He Loved: The Duchess, the King, and the Baltimore Connection"; and
 - "Immigrant Tours" focusing on ethnic neighborhoods.

- Baltimore Heritage, Inc. offers spring architectural tours of various neighborhoods.

- Concierge Plus, Inc., provides tours of Little Italy and Fells Point that include:

- A Taste of Little Italy - religious, historical, and gastro-nomic highlights of this ethnic neighborhood, including lunch and refreshments at local restaurants.

- Hollywood on the Harbor – a two-hour walking tour that highlights Fells Point locations featured in movie and television productions.

- Harbor City Tours is the only company operating regularly scheduled general tours of the City. It offers daily tours of the more popular attractions focusing on architecture and history. Tours are \$10 per person and depart at 10:00 a.m., noon, 2:00 and 4:00 p.m.. Additional tours include:

- Twilight Tours of Baltimore, highlighting Little Italy, Fells

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Point, and Mount Vernon. Cost is \$34 per person (including dinner at Phillip's Restaurant).

"Land and Sea" tours include Little Italy, Fells Point, the Inner Harbor, and a one-hour cruise through the harbor.

Cost is \$15 per person.

- *Clipper City*, a sailing ship, offers tours of the harbor Monday through Saturday at noon and 3:00 p.m., and Sunday at 3:00 and 6:00 p.m.. Cost is \$12 for adults and \$3 for children. During non-peak times, educational tours are offered for school and scout troops that focus on Baltimore History, the Industrial Revolution, Port Industries, Environmental Issues, and Team Building.

- Skipjack *Minnie V* is one of the few remaining skipjacks in operation. Ninety-minute tours of the harbor are conducted on this boat on weekends from May to September.

- Friends of Maryland's Olmsted Parks & Landscapes features a driving tour entitled "Baltimore's Public Landscapes: The Olmsted Influence."

Some motor coach companies already offer heritage tours of Baltimore:

- Jullian Tours (Alexandria, VA) conducts a "Great Blacks in Wax Museum and Historic Baltimore" tour. This one-day tour combines the museum with a tour of the city. It includes a visit to the Eubie Blake Cultural Center or Fort McHenry and a lunch stop at Harborplace;

- Community Coach (Passaic, NJ) offers a "Black Heritage" tour of Baltimore. This tour includes the Great Blacks in Wax Museum and a driving tour past the Royal Theater, Thurgood Marshall Statue, the Afro newspaper building, and the Billie Holiday Park;

- Campus Coach Lines focuses on customized tours. Such companies present an opportunity to create niche tours around the BCHA interpretative themes. Currently, Campus Coach Lines provides a Baltimore tour that includes the Great Blacks in Wax Museum and Eubie Blake Cultural Center.

- Peter Pan Pirate Ship, affiliated with the Living Classrooms Foundation, offers land and sea tours of Baltimore on board the amphibious "duck."

Planning Issue and Opportunity: Niche Tours Essential to Marketing Heritage Tourism

Niche market tours of Baltimore promote the city's architectural treasures, African American history, and literary sites. Provided by individuals and organizations, these tours generally are offered only on an occasional basis and could be expanded to increase visitation and provide additional niche tours throughout the BCHA. There is also very little coordination among the various tour groups and only one tour company – Harbor City Bus Tours — offers a general tour of the city. This presents a tremendous opportunity for the BCHA management organization to become a clearinghouse for information about different tours within the Heritage Area and to find ways collectively and effectively to reach the tourist. There is room for entrepreneurs to develop new niche tours.

Through interpretation, Baltimore's neighborhoods could tell the social histories of the people who built, resided in, and contributed to the history of the city. Still-intact architecture frames and defines recently restored neighborhoods such as Bolton Hill, Federal Hill, and Fells Point, and also makes these neighborhoods attractive places to wander. Other neighborhoods that have not yet experienced similar restoration efforts retain (if only out of neglect) the urban fabric of rowhouses, markets, and public structures. When not too badly deteriorated, these areas present an opportunity for revitalization and rehabilitation that could make more neighborhoods accessible to the visitor through organized or self-guided tours.

There is great potential for additional sites and tours that explore the lives of average Baltimoreans, the places where they worked, and the communities in which they lived. The growing interest in exploring the daily life of immigrant and migrant working citizens is demonstrated by the success of New York's recently opened Lower East Side Tenement Museum, which uses three restored tenement buildings to tell the story of their residents through tours, living history presentations, and exhibits relating to life on the Lower East Side. The museum also offers tours of the adjacent neighborhood, stressing the contributions of the area's immigrants to the broader community, and provides information about nearby historical sites and local businesses where visitors can purchase ethnic food. This type of attraction exemplifies the opportunities that heritage tourism presents to educate visitors, entice them to explore the larger

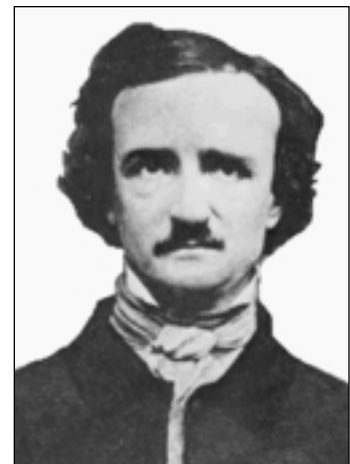
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community, and enhance the local economy through promotion of area businesses.

Efforts are currently underway in the Railroad Historic District to renovate several rowhouses on Lemmon Street in Southwest Baltimore for a museum chronicling the Irish immigrants' story. The rowhouses will be furnished to depict life in the late 19th century. Throughout the city are other opportunities to create similar museums or living history presentations, as well as walking tours and interpretative materials. Information on the collections of area museums and libraries that highlight these ethnic groups should be made available for those interested in exploring this aspect of the city's history in depth. The string of mill towns along the Jones Falls forms a concentrated grouping of resources that could be enhanced with interpretation. The galleries, shops, and "main street" areas in the mills and towns provide the visitor with shopping diversions as well as the opportunity for interpretive tours. Tours of this area should be developed and a link to the proposed Jones Falls Greenway should also be pursued.

Many of the cemeteries in the BCHA, such as Mount Auburn (the first black-owned and -operated cemetery in Baltimore), Green Mount Cemetery, and the Baltimore Hebrew Cemetery, offer a unique approach to interpreting the legacy of Baltimore's people. Some are included on Halloween tours. The Edgar Allan Poe House museum sponsors the Annual Birthday Toast to Poe held at the Westminster Burying Ground. These historical and entertaining tours could be expanded along with an investigation into religious tours that highlight the multitude of churches, synagogues, and other religious structures in the city.

Visitors may also tour the homes and hangouts of Baltimore's noteworthy authors. Recently, a highly successful tour was conducted by the F. Scott Fitzgerald Literary Conference that included the Mt. Vernon and Bolton Hill neighborhoods and other sites frequented by F. Scott and Zelda Fitzgerald. The Mt. Vernon Cultural District offers walking tours of that area designed around two themes. The Sunday before Valentine's Day, a "Love Stories Tour" is conducted that tells the story of famous couples with a connection to Baltimore. During the last weekend of September, in conjunction with the Baltimore Book Fair, "Literary Walking Tours" are offered that highlight such literary legends as Edgar Allan Poe and F. Scott Fitzgerald. Special tours can be arranged at other times of the year. In



Edgar Allan Poe

CHAP

addition, many institutions house the collections of Baltimore's authors. The Enoch Pratt Free Library contains the Poe Room and the H. L. Mencken Room.

The accomplishments and struggles of Baltimore's African-Americans are woven throughout the BCHA. Extraordinary stories of persistence, courage, leadership, and creativity are represented in archival and art collections, museums, sites, buildings, and neighborhoods. Several tour organizations focus specifically on the city's African-American heritage. Baltimore Heritage Tours has three packages that include over 20 sites plus several Underground Railroad sites, the Great Blacks in Wax Museum, and Eubie Blake National Jazz Institute and Cultural Center. These tours represent only the beginning of the interpretative potential to research, explore, and tell the story of the African-American in Baltimore. The proposed Maryland Museum of African-American History and Culture will further advance this effort.

Planning Issue and Opportunity: Physical Linkages and Interpretation

Historically as today, the natural deep-water port of Baltimore has been instrumental in the city's settlement and development. The National Historic Seaport project offers the visitor an opportunity to purchase a single pass for 16 waterfront attractions, including Fort McHenry, the USS *Constellation*, the Knoll Lighthouse, the proposed Frederick Douglass/Isaac Myers Maritime Park, and the waterfront communities of Fells Point, Federal Hill, and Canton. This unique pass also allows the visitor to travel between the sites by water taxi with a full day's passage on water transportation vessels. On a broader scale, an effort to link sites related to the War of 1812 in Washington, D.C., and Maryland, including several sites in Baltimore, recently gained Congressional approval, and legislation was passed to begin exploring the potential for creating this "Star-Spangled Banner National Historic Trail." Initiatives such as these can further advance the opportunities for the BCHA to link resources, attractions, and sites with national and regional tourism efforts.

It is essential to provide the visitor with easy accessibility to some of the lesser-known museums by creating linkages, packages, and programs. The Baltimore History Alliance is working to expand upon and develop new measures to improve its consortium of over 24

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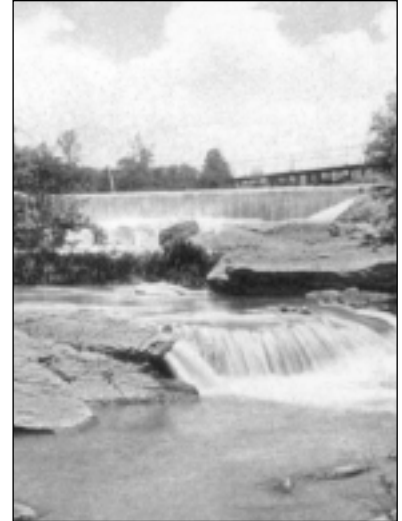
historical museums' efforts to coordinate links between museums. In one effort, the History Alliance is linking together the West Side museums, which include the Edgar Allen Poe House, the Babe Ruth Museum, the B&O Railroad Museum, Carroll Park, and the Mount Clare Mansion.

The Carroll Park Master Plan illustrates an opportunity to form a cooperative partnership that can expand the interpretative capabilities and facilities for the BCHA visitor. Interpretation of the 18th-century landscape at Carroll Park is currently being researched and planned by a consultant contracted with the Baltimore City Planning Department and the Carroll Park Foundation, Inc.

The Mt. Vernon Cultural District attracts over 1.5 million people annually who attend plays, musical performances, and religious services and who visit schools, libraries, and art museums. A recently unveiled Cultural District Plan frames a blueprint for the growth of the nine major institutions and the diverse residential neighborhood that comprise this historic area around the Washington Monument. Recommendations in the plan collectively suggest options to integrate, improve, and sustain resources that are also within the BCHA, and illustrate how \$143,150,000 of capital investment can potentially leverage public dollars, private development, and creative alliances.

Arts and cultural organizations, resources, and attractions greatly contribute to the richness of Baltimore's heritage. While the BCHA is defining action steps toward developing an agenda that creates a vibrant historical initiative for Baltimore, the Baltimore Arts Advocates—a group of artists, arts advocates, and arts administrators and the Cultural Action Plan Committee—is simultaneously exploring how collectively to develop and promote Baltimore's cultural resources. At a symposium held by the Baltimore Arts Advocates in 1999, cultural-tourism initiatives in Chicago, Philadelphia, and Cleveland were highlighted as examples for Baltimore to study. The following key ideas were generated by that symposium:

- Create a staff-supported regional arts council or a regional arts alliance that is an independent organization;
- Create a cultural plan;
- Undertake an inventory of cultural organizations;
- Create a regional fund for the arts not only to raise money but even more important, to build audiences;
- Make arts education in the schools a priority.



Gwyns Fall.

Baltimore Department of Recreation and Parks

SEVERAL RECOMMENDATIONS WILL HELP TO IMPROVE PHYSICAL LINKAGES IN THE CARROLL PARK MASTER PLAN:

- A trail connection through Carroll Park to the Gwynns Falls Trail;
- An upgrading of amenities along the B&O Railroad line that includes a new rail stop at Mount Clare Mansion; and
- An enhancement proposal for the area to improve the aesthetic and pedestrian

The Baltimore Arts Advocates through a partnership with the Baltimore City Heritage Area Association can further advance their goals by integrating culture and the arts into the interpretative structure and marketing opportunities for the BCHA.

Several greenways and parks link into the BCHA and can provide important regional connections to other trails and resources. The Patapsco River Greenway and Gwynns Falls Greenway could link the BCHA and its resources with regional resources outside of the Heritage Area. They could also serve as conduits for drawing visitors into the Heritage Area. Other trails such as the proposed Jones Falls Valley Greenway and the Baltimore Waterfront Promenade serve to link BCHA neighborhoods and attractions to each other, facilitating the attraction of visitors to sites throughout the Heritage Area.

Planning Issue and Opportunity: Authenticity and Character

Interpretation assists a visitor in understanding the qualities about a place or resource that make it special, unique or valuable. For historic or cultural travelers especially, learning about and experiencing those qualities that set a place apart from any other is at the heart of why they travel there. Increasingly, people are traveling to experience the “real” aspects of a place. Emphasis is on low-impact tourism in which visitors engage in local customs and traditions. They absorb the sights and experiences that distinguish that place, rather than what they can find at home. Maintaining authenticity will be essential to attracting visitors to the Heritage Area, who come for those things that make it unique. It is also essential to making the Heritage Area successful and beneficial to the local community. To accomplish this, the Heritage Area must balance the promotion of its resources with protection of their intrinsic qualities. Interpretive materials and living history presentations must not exploit the very resources they are describing or they risk losing the resource altogether.

The buildings and sites that make up the physical fabric of the city are both culturally and historically significant, and offer a rich context in which to tell stories about the people who lived here, events that occurred here, and how both influenced life locally and nationally. Block upon block of Baltimore’s famous rowhouses present a building form in varieties and quantities the likes of which visitors may never have experienced before. On the book cover of *The Baltimore*



View from Federal Hill Park

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Rowhouse, Hayward and Belfoure claim “no other American city is so defined by an indigenous architectural form as Baltimore is by the rowhouse – brick facades marching up and down the gentle hills of the Mid-Atlantic port city.” Formstone and front door screen paintings are found on many rowhouses. These crafts are unique to Baltimore and many people visiting the Heritage Area would be interested in learning about and seeing them. Preserving these resources not only will help create a successful Heritage Area, but will also help to maintain quality of life for those who live here.

Baltimore’s rowhouses are beautiful and spectacular in their sheer number and diversity but they are also places where people live. It is incumbent upon the interpretive materials not to present them as spectacles. In the same way, the Arabbers who ply their goods along city streets are a wonderful remnant of an otherwise bygone era, yet they also perform a service and are part of a community that exists outside of the tourist realm. Providing the visitor with information about these unique Baltimoreans will help them understand and experience more of the city’s character, but only as long as the Arabbers are able to continue doing their job as they have done for 200 years.

Proposals to establish living history centers aimed at educating people about and preserving the traditions of Arabbing and screen painting are the types of initiatives that the BCHA should support. Living history presentations already are conducted at the Maryland Historical Society, Star-Spangled Banner Flag House, and Baltimore Museum of Industry, all of which could serve as examples for developing similar presentations elsewhere in the city. Promotion, interpretation, and physical design changes should embrace the Heritage Area resources and find ways to convey their importance to others. Each neighborhood and resource provides the living history that can engage visitors in the authenticity and uniqueness of Baltimore.

Annual ethnic festivals help promote an ongoing awareness of the city’s diverse population and its traditions. These festivals have gained a reputation as largely food and drink celebrations, though many attempt to emphasize cultural traditions. The Irish Festival, for instance, now offers a number of traditional dance performances along with exhibitions and language and genealogy workshops. As heritage tourism efforts expand, ethnic festivals and events could become critical interpretive tools for both the visitor and the communities in which the events occur.

Planning Issue and Opportunity: Markets as vital neighborhood and visitor service centers



Cross Street Market, Federal Hill

HRG Consultants, Inc.

The markets present an opportunity to draw visitors and attract residents by capitalizing on the architecture, the unique market experience, and the centralized location within neighborhoods. The draw of similar spaces like Harborplace, Fanueil Hall Marketplace in Boston, and Pike Place in Seattle testify to the popularity of public markets as tourist attractions. Philadelphia is already reaping the benefits of embracing and

revitalizing markets. Linking Baltimore's markets to other heritage resources through tours and brochures, and interpreting the story of the markets and the role they play today is a unique opportunity. The "Hollins Market Study" suggests ways that can make the market a more viable neighborhood and city resource through management, diversity, and expansion of trade area. There may be the potential to create a collaborative effort between the BCHA management entity, the markets, and the Arabber Preservation Society to explore ways to improve, promote, and protect these vital and unique Baltimore resources.

PLANNING

Planning for an increase in visitation, preservation of resources, and economic development is the primary responsibility of the BCHA management action plan. How it will be managed, what recommendations will be implemented, where strategies will develop, and who will implement the plan is yet to be determined. These are the essential steps that need to be taken to assure a successful heritage-tourism initiative. The following issues and opportunities highlight some of the critical areas that should be addressed and creatively developed over the next five years.



Nick's at Cross Street Market

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Planning Issue and Opportunity: Land Use and Neighborhood Revitalization

Creating visitor-friendly neighborhoods is perhaps the most crucial issue to be resolved if heritage tourism is to be successful in Baltimore. Safety, sanitation, and the perception that urban areas are unsafe must be addressed in an aggressive, comprehensive, and holistic fashion rather than as isolated issues handled on a crisis basis by different city agencies. A coordinated interagency effort with the BCHA management entity could effectively create an integrated and comprehensive solution for changing perceptions concerning safety while improving some neighborhoods as viable and active places to live, work, and play. The new city administration also recognizes this as a primary goal. Working collectively with the Mayor's office could advance policies and programmatic efforts within the city.

Another venue for implementation and coordination is the city's PlanBaltimore. If adopted, this draft plan outlines recommendations and actions that could be taken to support the vision and goals of the BCHA. PlanBaltimore recognizes the strength of the city's neighborhoods and recommends launching a new Neighborhood Planning Program that establishes a formal process for the development, review, and implementation of neighborhood plans. It celebrates Baltimore's culture and heritage and effectively defines three goals that support the establishment and implementation of Baltimore's Heritage Area. These include:

- Preserve and renew the city's significant historic fabric to increase Baltimore's quality of life;
- Maximize the economic potential of heritage tourism for Baltimore City and its residents and preserve Baltimore's cultural and heritage assets; and
- Reaffirm Baltimore's role as the region's center of art, history, and culture and provide the necessary resources to sustain the city's cultural treasures.

A number of neighborhoods rich in historic and cultural resources are or are perceived to be unsafe, including the neighborhoods where the Edgar Allan Poe House and the Pennsylvania Avenue Market are located. Physical deterioration, combined with certain behaviors (such as large groups congregating), increases the sense that a neighborhood is unsafe. While the reality may be that these are safe places, perceptions prevent these

communities from realizing their full potential. It is important for the BCHA Association to work with the media and to recognize its role in shaping perceptions, and also to form cooperative partnerships with key public agencies responsible for safety and maintenance to improve unsafe situations surrounding key resources. For example, the Downtown Partnership of Baltimore is taking steps to reverse any perception that the downtown area is unsafe through a partnership with the Baltimore Police Department and Department of Public Works that strengthens ongoing safety and maintenance efforts. These measures, including two bike patrols and 32 video patrol cameras, are already making a difference. The BCHA must develop comparable alliances and initiatives.

Strong Community Development Corporation networks play a crucial role in the success of heritage areas. For instance, the CDC network in Cleveland, Ohio is instrumental in pursuing activities, improvements and partnerships that embrace the Ohio & Erie Canal National Heritage Area goals. Working partnerships between the Ohio Canal Corridor membership organization and the CDCs create events and projects that engender a sense of pride in those residents who rediscover their communities and contribute to the implementation of heritage projects. Projects range from Riversweep, an environmental cleanup day, to construction of trail links between neighborhood parks and the canal towpath trail, and from historic preservation reuse and redevelopment of empty lots, to an annual bike race. As in Cleveland, a strong CDC network will be essential to revitalizing and promoting various neighborhoods in Baltimore.

Baltimore has a number of CDCs. Some are small and housing-based and face a number of organizational constraints, while others present an opportunity to generate interest in a community-based project such as streetscape improvements, interpretative exhibits, and the redevelopment of historic structures for visitor services. One example of the latter is the Southeast Development Initiative, which is currently revitalizing the Patterson Theater in partnership with the Fells Point Creative Alliance. This project will draw on several grants and loans from a number of financial institutions and the State of Maryland to build the proposed Patterson Cultural Center. Creative alliances such as this can generate the resources needed to mitigate further deterioration of historic structures, which are sometimes placed in jeopardy while CDC funds are being raised. The Issac Myers building, originally owned by Baltimore's first African-

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American ship caulker and located in Fells Point, faces this dilemma. Significant deterioration could occur while rehabilitation funds are being raised due to the limited availability of private funds for the work.

The heritage tourism approach is a natural fit with several CDCs within the city. Partnerships, training, and capacity-building programs need to be examined and implemented to enable the CDCs to play an instrumental role in the heritage effort. It is important that CDCs partner with private developers to stimulate development and with the City of Baltimore to stabilize historic structures while funds are being raised.

Planning Issue and Opportunity: Planning for Neighborhood Impacts

Heritage tourism is likely to have a number of impacts, both positive and negative, on neighborhoods. Increased bus traffic and the need for additional parking are two concerns. Planning efforts will also take into account additional sanitation and security needs and will focus on ways to minimize disruptions to residential communities. Comments, opinions, and reactions from Baltimore neighborhoods will be incorporated during the planning process to explore community-specific needs. The plan will generate alternatives for individuals and organizations to develop business opportunities and suggest financial structures to create incentives, tax benefits, and economic development initiatives. In some instances, negative impacts to neighborhoods may override positive heritage tourism impacts. Recommendations and action-plan strategies will reflect this. In many neighborhoods, the plan will focus on low impact improvements and tourism promotion that minimizes disruptive activities.

Creation of a Baltimore City Heritage Area has the potential to increase bus tours, particularly as a means of packaging and promoting less accessible neighborhoods. This promotional alternative must be analyzed closely since many neighborhood streets are narrow with curbside parking and are predominately residential. Fells Point is currently addressing this issue as it tries to ensure that residential areas are minimally disrupted. Identifying off-site parking areas for tour buses is one mitigating measure. Promoting some areas of the city to only small groups and individuals may be more desirable.



Baltimore City Heritage Area Steering Committee and Maryland Heritage Areas Authority Board touring Little Italy

HRG Consultants, Inc.

In addition, some major sites do not have adequate parking, drop-off locations, or through-neighborhood access. These problems will be examined in depth at key sites within the Target Investment Zones. These are specific priority areas that will attract private investment, provide a return on public investment, and are likely to produce demonstrable results.

A number of building blocks that are not currently part of any city program or policy are critical to the long-term success of a heritage tourism effort. These include promoting local awareness of the city's historical significance and possibly addressing multilingual needs. Signs, brochures, and menus generally are published in English, limiting the communication advantages that might be considered essential for a city with a reputation as an international destination. The graphic use of international symbols is one simple solution for resolving this communication issue, as are multilingual interpretative and marketing materials. Since one goal is to celebrate Baltimore's ethnic traditions, it will be important to develop systems that accommodate a variety of language and cultures.

Although the BCHA emphasizes the city's heritage, Baltimore's stories, historical influence, and national significance are also tied to its surrounding jurisdictions. Placing heritage tourism in a regional context has the potential to spur development, broaden interpretive themes, and increase implementation tools. The National Road (U.S. Route 40) played a significant role in the city's transportation history and the nation's westward expansion, and efforts are underway in six states to seek All American Road designation to tell this national story. The Patapsco River Greenway is another Recognized Heritage Area in the Maryland Preservation and Tourism Areas Program seeking certification. Every effort will be made to incorporate the recommendations and efforts of this heritage area, which physically borders the BCHA, into the BCHA management plan. The BCHA seeks to benefit from efforts already underway, and linking its history and interpretation to these ongoing efforts might attract a broader audience as well as encourage further thematic development. Baltimore City is a partner in the Maryland's State Scenic Byways Program which features Charles Street, Falls Road, the National Historic Seaport Trail, and the National Road in its new map publications. A collaborative effort to promote these resources in an equitable fashion can help foster creative financial structures to continue management and promotion.

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ACCESSIBILITY AND TRANSPORTATION

The success of heritage tourism in Baltimore relies on a viable transportation system that provides options and creates accessibility to attractions and visitor services. Successful heritage areas prove to be those where visitors are able to move about easily — whether by automobile, bicycle, foot, rail, or boat — and to make use of public transit. Baltimore's transportation network currently does not focus on transporting visitors to Heritage Area attractions, particularly those outside of the general Inner Harbor area. The three primary transit modes — bus, light rail, and subway — need better connections and transit service stops to make them convenient for tourists in addition to serving their current commuter customers. A comprehensive traffic analysis for the BCHA would enhance efforts to provide visitors easy accessibility to Baltimore. The traffic analysis will begin to explore some general recommendations and incorporate any ongoing or proposed efforts, such as the feasibility study for Howard Street.

Planning Issue and Opportunity: Traffic Congestion and Major Highway Access

The Interstate Highways I-83 and I-95 and the Baltimore-Washington Parkway are the major roads into the City of Baltimore. Although these roads are congested during rush hours, they provide good access at times when most tourists plan to arrive and depart from the city. Since public transportation at this time is primarily commuter-oriented, it is important to consider how the BCHA might work with Amtrak, MARC, and MTA light rail and buses to better serve tourists and visitors to Baltimore. The Baltimore-Washington International (BWI) Airport, a major airport within 15 minutes of the city, has a light rail connection that provides convenient ground transportation between BWI Airport and Baltimore.

Communication and signage can improve accessibility for tourists. The BCHA Management Action Plan will explore how to provide information to visitors about the least congested times for driving, the major congestion areas, and any alternative routes or modes of travel. Signage for Heritage Area sites throughout the city is not consistent, is outdated, and provides little information. It is important that the BCHA Management Action Plan develop

recommendations for a sign system that orients the pedestrian where appropriate, while directing automobile traffic to parking and attractions. Some of the existing directional signs for attractions are beginning to fade, making them difficult for everyone to read. Philadelphia's Center City provides one example of a unified and attractive signage system.

Parking at some attractions, services, and historic sites is often not available or is difficult to find. Baltimore is a convenient weekend or day-trip from many locations within the Mid-Atlantic region, so providing for visitors' automobiles is important. Convenient and affordable off-street parking, where possible, is essential and must coordinate with mass transit solutions and the preservation of heritage resources.

Planning Issue and Opportunity: Intermodal Connections and Walkability

Baltimore is a walkable city, making this a potential attribute for Heritage Area development. The Inner Harbor is ten minutes from Mt. Vernon and Little Italy, while the Mt. Vernon Cultural District is a ten-minute walk from Bolton Hill and Marble Hill. Unfortunately, the lack of appropriate signage, traffic congestion, physical deterioration of structures, and the uncleanness of sidewalks in some areas discourage walking. For instance, at the heart of Fells Point, the information kiosk points to the walkway that connects the area to the Inner Harbor, but there is no clearly designated route. Walking to or from the Inner Harbor requires navigating through large construction sites with limited sidewalk capacity or through Jonestown, where the poor physical condition of the neighborhood could be of concern to visitors. The redevelopment of Jonestown presents an opportunity to design pedestrian connections and amenities that will make this area more desirable to tourists. Creating well-defined linkages between neighborhoods will improve Baltimore's recognition as a walkable city.

A recent initiative to upgrade the wayfinding system for visitor attractions has just begun. The BCHA Management Action Plan for the will coordinate efforts to define recommendations for a wayfinding system that encourages pedestrian activity and addresses traffic patterns that will support walking. As part of this effort, recommendations will address the lack of pedestrian amenities and vegetation or street trees, taking into consideration design elements

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that would not destroy the unique characteristics of Baltimore's streets. Concentrating strategies where tourists can walk between resources in 15 minutes or less will enhance the attractiveness of neighborhoods and will provide an alternative means of traveling between attractions. It will also afford visitors a better opportunity to enjoy the multitude of architectural gems and historic sites along the way. Efforts underway in the Mt. Vernon Cultural District could serve as a model for a comprehensive wayfinding system.

Lack of intermodal connections impedes effective use of public transit options. Baltimore has four modes of public transportation that are managed by the Maryland Mass Transit Administration (MTA), a state agency. These include bus, light rail, subway, and MARC commuter trains to Washington, D.C. These systems appear to be designed independently of one another, with the light rail running on a north-south artery, the subway providing east-west connections, and the bus system operating regionally. MARC trains operate from Penn and Camden Stations. Amtrak operates out of Penn Station and provides a major link to the Northeast region. Plans are underway to create a regional Intermodal Center at Penn Station with the addition of Greyhound Bus Lines and a mixed-use project that will include a new passenger terminal, a 350-space parking garage, and retail uses. A proposed pedestrian bridge will connect passengers to the light rail, Amtrak, and MARC trains. There are no transit hubs connecting all of the different transportation modes except for this center. The Mondawmin station connects buses and subways, while Penn Station and Camden Yards connect light rail and buses. A recently released study by the Citizens Planning and Housing Association (CPHA) found that Baltimore is severely lacking transit amenities such as shelters, maps, and stop announcements. The BCHA Management Action Plan will encourage transit schedules, intermodal connections between bus and rail, and transit amenities to encourage visitation. Transportation Efficiency Act for the 21st Century (TEA-21) funds could be used for demonstration projects that would enhance heritage tourism's goals.

Another option to make public transit accessible to visitors is closer integration with land-use planning efforts. Concentrating development near transit centers could have the dual effect of increasing visitors' stays by encouraging bed and breakfast and retail opportunities within neighborhoods. Target Investment Zones will be examined for their potential to concentrate visitor services and

**WITHIN TARGET INVESTMENT
ZONES, PROGRAM
INCENTIVES INCLUDE:**

- Grants or loans from the Fund for acquisition, development, preservation or restoration;
- Loans for economic development projects from the proceeds of revenue bonds sold by the Maryland Heritage Areas Authority; and;
- Historic preservation tax credits for structures listed in or determined eligible for the National Register of Historic Places, designated as a historic property under local law, or located in a listed historic district.

attractions near transit stops. The physical infrastructure and building stock within the Target Investment Zone will factor into appropriate development schemes that seek equitable partnerships between the community, the public sector, and private developers.

Non-conventional modes of travel such as water taxis, trolleys, jitneys, or horse-drawn carriages will be explored. The popularity of the water taxis is evidence that less time-efficient travel options provide an exciting and attractive way to move visitors who are more concerned with relaxation and cultural experience than with speed.

D. ECONOMIC DEVELOPMENT

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance, and \$1 million per year for Heritage Area projects. Projects and properties throughout a certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment.

A successful Heritage Area will be able to use these program incentives to leverage private funds. To do this, it must be able to demonstrate that there is a strong tourist market and that Target Investment Zones have excellent potential to produce investment returns.

MARKET ANALYSIS

It is clear that historic/cultural travel is a market that deserves Baltimore's attention. Cultural and historical tourism is one of the most popular and growing segments of the travel industry. For 1996, visiting historic sites was the highest-ranked type of family vacation (41 percent) among six different destinations. This, along with adventure tourism, represents a shift toward outdoor, educational, physical, and nature activities rather than shopping and amusements. Historic and cultural travelers, numbering 65 million, stopped at one or more cultural or historic destinations in 1997. Museums, historic sites, battlefields, and cultural events were noted as key attractions. The historic and cultural travelers are generally older, retired, college-educated, take longer trips, travel in groups, have more income, and spend more than other tourists. For a city such as Baltimore, where

ECONOMIC DEVELOPMENT

there is so much to see, travelers who can afford longer-than-average stays are the marketing targets.

As it is throughout the nation, heritage tourism is growing in Maryland, a trend that is evidenced by the Maryland Heritage Preservation and Tourism Areas Program. The opportunity to increase tourism revenue by embracing heritage resources, telling their stories, and delivering an enjoyable travel experience to places previously not recognized by the tourism industry is currently viewed as profitable and lucrative. Additionally, the growing number of tourists from different ethnic groups interested in learning about their ancestors and their cultural history is making tour operators aware of the need to develop itineraries that appeal to a changing client base.

INTERNATIONAL AND NATIONAL TRENDS

Baltimore presents a number of opportunities, can build on ongoing initiatives, and offers the diversity to tap many markets. However, before crafting recommendations that will promote Baltimore's Heritage Area, it is important to understand tourism trends and statistics at the national and local levels. The United States ranks first in international tourism revenue and second in international arrivals. The international market is growing annually, and Baltimore-Washington International (BWI) Airport is minutes from the BCHA. Spending has more than doubled over the last decade as the standard of living for most people in the world has risen. Many international travelers are here for their second or third time.

Nationally, travel has increased significantly during the past several years. Especially impressive are the gains in travel spending. Travel expenditures increased 44 percent between 1990 and 1997. Airline showed a strong growth in 1999, with traffic up 2.8 percent and capacity up 3.2 percent. Hotel predictions indicate that building will continue to produce a 3.6 percent increase in supply while demand growth will slow to only 2.6 percent. The American Hotel and Motel Association reported 1998 as the most profitable year ever for the lodging industry, which netted \$20.9 billion in pre-tax dollars. The sales at U.S. restaurants reached nearly \$683 billion in 1998. Restaurant sales have advanced to more than 4 percent of the U.S. gross domestic product. Currently, 9.5 million people work at restaurants. This number is expected to increase to 11 million by 2005. Use of the Internet for travel planning and booking, already a

significant factor, will increase.

TODAY'S TRAVELERS

"Baby boomers" affect current and future trends. They seek alternative travel that can include children and is educational and adventurous. Proximity to the destination is important and this benefits Baltimore since it is within a reasonable distance from the key feeder markets of New York, Pennsylvania, and New Jersey, particularly southern New Jersey. Other feeder markets that are significant but not as strong include Washington D.C., Virginia, and Maryland. The boomers cannot be ignored. Seventy-seven million Americans born between 1946 and 1964 have flooded the marketplace, obtained advanced education degrees, advanced in their careers, and are at the peak or near completion of raising children. They control the majority of spending in most consumer markets, including the travel and tourism industry. Baby boomers with high incomes account for about four in ten U.S. adults, according to the Bureau of Labor Statistics. Around 2005, when boomers have reached maturity and begin to retire in large numbers around 2010, they will have more time for travel.

The proportion of women aged 16 and older in the labor force increased from 37 percent in 1969 to 59 percent in 1995. Accordingly, there are more double-income families with the income, interest, and mobility to enjoy leisure travel. At the same time, many leisure and business travelers are bringing the family along and adding extra time and activities to business trips. Seniors are major travelers as well. Those who travel stay longer, spend more money, and are interested in historic and cultural sites.

The U.S. Department of Transportation's Nationwide Personal Transportation Survey (NPTS) charted a three-decade surge in driving. The number of highway drivers in the United States increased more than three times as fast as the population, and the number of household vehicles increased six times as fast. Accordingly, the automobile is expected to continue to be used in high percentages by travelers, especially with the advent of human comforts such as in-vehicle VCRs, compact disc players, cellular telephones, books-on-tape, lap-top computers, and electronic games. Drivers are no longer isolated and bored. For some, the car is almost a home on wheels. An analysis by PFK Consulting noted an increase in recreational vehicle (RV) vacations. On average, RV vacations cost 50 to 80 percent less

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compared to other forms of travel. Use of RVs was found to cost 50 percent less than driving the family car or staying in hotels, and 60 percent less than traveling by bus or train and staying in a hotel or motel. Compared to flying, using an RV costs 70 percent less than flying to a vacation destination and staying in a hotel or motel.

According to the U.S. Travel and Tourism Administration now part of the International Trade Association under the U.S. Department of Commerce, spending by the African-American travel market is predicted to exceed \$30 billion annually. More so than any other ethnic group, African-Americans frequent museums and other cultural sites that celebrate African-American heritage. In 1994, 64 percent of African-American households reported taking a trip in comparison to 70 percent of European-American households. There is a great potential to tap into a largely ignored segment of the travel industry — well-educated, well-traveled, affluent African-American families.

Adults are expected to continue to travel after retirement, as today's seniors are generally in better health and better educated than at any time in American history. The motor coach market, which has a customer base that is usually over the age of 60 with more time for leisure travel, generated \$9.6 billion in revenue in 1996. The motor coach customers vary from pre-formed charter groups to individuals who choose to take a long scenic vacation with planned itineraries. The Travel Industry Association of America estimates that one tour group using a motor coach on a multi-day trip spends on average \$6,708 per day per coach (average of 43 passengers per coach). For one-day trips, the average spending per coach is \$3,268.

ECONOMIC DEVELOPMENT ANALYSIS

Tourism is the third largest retail industry and in 32 states ranks in the top three as an employer. Nationally, each dollar spent on travel produces 27.5 cents in payroll income. The typical American household spends \$3,900 per year on traveling – almost as much as is spent on health care, or food, beverages, and tobacco combined, and twice as much as clothing purchases. Travel and tourism is the nation's second largest private-industry employer. In 1995, travel and tourism directly supported 6.6 million jobs, and another 8.9 million indirectly. Travel and tourism affects one in nine jobs in the United States.

MANAGEMENT ACTION PLAN

In 1998, small businesses dominated the travel and tourism industry with 93.7 percent of four travel segments being comprised of small businesses, including minority-owned and operated businesses. The number of African-American-owned businesses in the United States increased 46 percent with receipts rising 63 percent between 1987 and 1992. Restaurants and bars ranked high as sole proprietorships and small businesses. There has been a dramatic increase in food-service sales over recent years. Food service sales were in excess of \$320 billion in 1997, a 4.2 percent increase over 1996. More than 9 million people are employed in the restaurant industry and 25 percent of those jobs are directly attributed to travel and tourism.

Please refer to Appendix E for additional information and findings.

DEMOGRAPHICS

The demographics and profiles of historic and cultural travelers can offer indicators that will help define promotional materials and itineraries for Baltimore. Historic travelers are defined as those whose itinerary includes a historic place or museum; cultural travelers are those who attend a cultural event or festival. Historic and cultural travelers have the following characteristics:

	Historic	Cultural
Average Age	46	48
Children in Household	45%	41 %
College Graduates	52%	54%
Annual Household Income	\$41,455	\$42,133
Retired	15%	18%
Computer Owner	42%	44%

Historic travelers tend to have more money and are more likely than the average traveler to indicate that their primary purpose for travel is pleasure — 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal, compared with 18 percent of all other travelers. Their median household income of \$41,455 is higher than that for all travelers (\$41,460) and cultural travelers (\$42,133), respectively. They are more likely than the average traveler to indicate that their primary purpose for travel is pleasure - - 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal of their travel, compared with 18 percent of all other travelers.

Baby boomers are the most-educated generation in U.S. history,

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and the older ones now have children who are in college or have left home. They take longer trips than the average traveler, almost five nights compared to three for other travelers, and are likely to stay in hotels, motels, and bed and breakfasts instead of private homes. They tend to travel in groups, fly to their destination, and shop in addition to sightseeing.

TARGET INVESTMENT ZONES

Construction cranes across the Baltimore skyline and proposed redevelopment plans in the Central Business District, Howard Street, Locust Point, and Canton are evidence of the health of the local and national economy. The climate for rehabilitation and redevelopment is promising due to the number of projects currently proposed or under construction throughout the Heritage Area. These factors, coupled with the market for historic and cultural tourism described above, make the Heritage Area ripe for development and promotion.

Many organizations have strategic plans and proposed development activities in place to capitalize on, support, and incorporate into the BCHA's management plan and recommendations for Target Investment Zones. A TIZ as defined by the Maryland Heritage Preservation and Tourism Areas Program is a specific area identified to attract private investment within the Certified Heritage Area. A number of incentives can assist in the development, rehabilitation, and revitalization of the TIZs. The following areas within the BCHA represent the characteristics, planning efforts, and investment that are desirable in a TIZ. These areas are being considered as potential Target Investment Zones, and appear on the TIZ evaluation matrix in Appendix D. Using criteria established by the Maryland Heritage Preservation and Tourism Areas Program, along with performance measures specifically defined for Baltimore, a pragmatic review will assist in defining those areas that have the best potential to succeed as TIZs.

The Mt. Vernon Cultural District has developed a streetscape design, completed market research, and produced several marketing initiatives including an events calendar, website, neighborhood banners, and walking tours. More recently the Mt. Vernon Cultural District Plan describes a four-phase Streetscape Improvement initiative that includes pedestrian amenities, park enhancements, street resurfacing, wayfinding signs, and the retrofit of a visitor center.

The recommendations proposed in the plan provide guidance for other potential TIZs as well:

- Improve the physical and visual connections among institutions.
- Eliminate “crime and grime” as an obstacle to visitors and residents.
- Redevelop underutilized, noncontributing, or problem sites.
- Add approximately 500 to 1,000 parking spaces.
- Improve quantity and quality of retail.
- Reduce traffic speeds and volumes.
- Improve public awareness of the Mt. Vernon Cultural District.

The Pennsylvania Avenue Revitalization Collaborative, inc. is focusing its efforts on revitalizing the corridor from Martin Luther King, Jr. Boulevard to Fulton Avenue, which was the center of African-American entertainment from the 1920s to the 1950s. The renovated Pennsylvania Avenue Market is seen as the start of revitalizing the commercial strip. Funds for street lighting, sidewalks, and facade improvements have been allocated. Druid Heights Community Development Corporation is developing a comprehensive plan to address safety, sanitation, amenities, housing, and commercial development.

One of the more significant efforts in the Jones Falls Mill District is the revitalization of Hampden’s 36th Street commercial corridor. The three-block area is almost fully occupied with a number of restaurants, art galleries, and specialty retail. It is interesting to note that a number of renovations involved converting rowhouses to commercial establishments. A number of the mills have also been converted into mixed-use complexes, most notably Meadow Mills and the Mill Centre. A recently completed master plan for Clipper Industrial Park explores the feasibility of creating a sound stage and film complex. Recently, funds were awarded to begin a master plan for the entire Jones Falls Valley. This effort, which was anticipated to last approximately one year, will focus on ways to unite economic, recreational, and environmental opportunities that coincide with the master planning effort for the Jones Falls Trail.

Washington Village, an empowerment zone within walking distance of Camden Yards and the PSINet Stadium, has access to significant resources. Initiatives underway in the area include construction of the Gwynns Falls Trail and a Request for Proposals (RFP) issued by the Baltimore Development Corporation to develop

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a plan for the Camden Carroll Industrial Park. The former Montgomery Ward site, one of the largest redevelopment opportunities in the area, has attracted private interest as potential office space. The B&O Railroad Museum is undergoing an expansion to renovate additional buildings that were part of the railroad's original holdings. New residential developments have targeted upper-income buyers. The master planning effort for Carroll Park could be a major turning point for the area. As a major recreational resource with links to the Gwynns Falls Trail, Carroll Park has the potential to become a regional resource. A \$1 million bond effort for improvements can further advance the historic restoration and interpretation of the Mount Clare Mansion and the recreational facilities of the park.

The Housing Authority of Baltimore City has received a \$21 million HOPE VI grant to redevelop the Flag House Courts housing in Jonestown. When complete, the redevelopment will feature a mixed-income development consisting of 338 units of subsidized and market-rate rental and for-sale housing. The redevelopment effort will extend beyond Flag House's site to encompass the greater community and include the commercial area of Lombard Street. There are a number of redevelopment efforts taking place around Jonestown that will complement the Flag House project. One is the proposed Museum of African-American History and Culture at the corner of Pratt and President Streets. This proposed \$26 million project has been the source of some controversy based on a design that many feel is incompatible with the scope of the new neighborhood. Another is the redevelopment of the former City Life Museum complex into a small hotel, restaurant, and conference center that will include parking. Complementing these efforts is the Baltimore Development Corporation's proposal to convert the 800-1000 blocks of East Fayette Street into an office and light-industrial park. The proposed plan features four parcels that include a printing factory, bank call center, luxury automobile dealership, and parking. The bank call center alone is expected to provide a minimum of 500 jobs.

Tide Point is the renovation of the former Proctor & Gamble in Locust Point's is a key redevelopment and significant private reinvestment project. The 17-acre waterfront site is being converted into a 400,000 square foot .mixed-use complex that features office and retail space including a restaurant. Plans are underway to add a water taxi stop and boat slips. The site is less than five minutes from I-95

and approximately 15 minutes from downtown. It is linked to other waterfront sites, including the nationally significant tourist attraction of Fort McHenry, by water taxi and the Waterfront Promenade. As part of its contribution to the project, the city has agreed to extend Key Highway directly to I-95. This project may be compared to the American Can Company in Canton that has spurred additional commercial and residential renovations. It is likely that as part of a long-range strategy, other developers will become interested in industrial properties that are currently underutilized.

A major revitalization proposal for Market Center is being explored by the city and private investors. The project would require the demolition of five buildings, the renovation of ten other buildings, and the construction of an 18-story apartment building. The Lexington Market will experience major façade improvements. The mixed-use project will offer ground-level shops and restaurants, residential units, and performing arts space at the historic Town Theater, the renovation of which is part of the proposal. Located across the street from the proposed high-rise apartment building, the Hippodrome Theater is already the recipient of nearly \$50 million in renovation funds from the State of Maryland. The West Side is central to many of the Heritage Area's resources, and is itself presently pending designation in the National Register of Historic Places.

These planning initiatives within the BCHA convey a sense of the range of private and public investment. Other projects, such as the National Historic Seaport Trail and Aquarium Expansion also represent key initiatives within the BCHA. The seven geographic areas described above are being explored as potential Target Investment Zones. A more detailed analysis of them can be found in Appendix D, along with instructions for evaluating them based on Maryland Heritage Preservation and Tourism Areas Program criteria and project performance measures. The investigative findings for BCHA Target Investment Zones will appear in the Management Plan Strategies and Recommendations, and one model TIZ will be assessed and defined in detail.

For comparison purposes, Ocean City, Maryland, draws eight million tourists each year.



